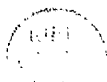


THE INDIVIDUAL AND THE GROUP IN AN ATHLETIC CLUB:
A STUDY OF ASPIRATION AND SOCIAL INTERACTION
IN A VOLUNTARY INSTITUTION IN SOUTHAMPTON.

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This study has undoubtedly been very difficult. Sport Sociology in this country is a relatively untapped source of research. As a result I had few experts to turn to for advice and few published works to consult.

The stimulating ideas and theories of my supervisor, Dr. Paul Spencer have provided tremendous support during the past two years. His systematic approach helped me to assess much of my data in varying forms and his assistance with the Network Theory and Statistics was invaluable. Through his advice I managed to operate a continuous process of 'writing up' during my period of fieldwork, whilst at the same time managed to categorise major changes and developments.

I would like to thank all those athletes and coaches inside and outside S.E.A.C. who provided me not only with information but constructive criticism and useful ideas also. Some of the sociological perspectives contained in this thesis were provided not by me but by the informants themselves. I appreciate also the S.E.A.C. Committee who allowed me to observe their meetings during the course of 1978-79, and especially the Chairman, Mike Smith, who gave me the initial permission to carry out my fieldwork.

Last, but by no means least, I would like to thank Mrs. Iris Docherty for her efforts and patience in typing out the final draft.

Michael Peter Jackson

The Individual and the Group in an Athletic Club:

A Study of Aspiration and Social Interaction

In a Voluntary Institution in Southampton.

The thesis studies the internal structure of an athletic club - Southampton and Eastleigh A.C. in both its training and competitive environment. The most important sociological field occurs in the training situation.

From an individual point of view consideration is given to aspiration and dedication and also athletical career profiles. The role of the physical being is also considered in its sociological as well as sporting context.

After analysis of the individual athlete, interaction patterns with others are studied; with the coach and training partners especially. This introduces the notion of the training 'squad'.

The squad is probably the most important sub-grouping studied at the Club. Its structure does not necessarily cater for the different event types within Track and Field Athletics. It is a non-corporate entity and can cross club boundaries. In most cases it has a 'leader' who is the coach.

By using network theory, interaction levels within squads can be determined and from this can be ascertained the structure of the sub-group. I used Bott's terms of 'loose' and 'close' knit to classify the particular training systems. Like her I found that norms helped determine the strength of knit. Norm organisation and observation within small groups was a central study of Homans and I utilised some of his theories when categorising the squads at S.E.A.C.

The role of the coach as 'leader' became another central issue and I argued that his influence was very relevant to close-knit typologies.

As well as the internal workings of squads consideration was also given to political relationships which often governed the interaction between these entities. The theme of 'quasi-factionalism' was introduced here.

Aspects more directly associated with the corporate group itself were also analysed: The 'Team' - as a regularly changing sub-group (unlike the squad), the 'Meeting', competitive cycles of the Club, the 'Track' and other training environments.

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INTRODUCTION

The Andreski Model

In his 'Military Organisation and Society' (1954), Andreski uses a three dimensional model to categorise different military systems.

'By modelling a system of classification the result is that nearly all concepts describing structural varieties must be what Max Weber calls 'ideal types': that is to say, extreme pure types, the logical extremes of possible continuous variations which are almost never found in reality without some admixture of traits logically belonging to another ideal type'.

The classifications Andreski arrives at, combine three criteria which he stresses are chosen solely because of their sociological significance, 'obviously many other classifications on different bases say, according to tactics or weapons employed are possible'.

The three classifications he uses are:

- i) M.P.R. - Military Proportion Ratio, i.e. the proportions of people in a society engaged in military activity.
- ii) The degree of subordination in the system.
- iii) The degree of cohesion.

In his model these criteria vary from high to low, e.g. there may be armies highly subordinate to their leader or there might be 'warriors republics'. There might be a closely-knit, tightly organised unit or else a very loose one. An army might still be cohesive despite widespread geographical locations such as the British Army in Germany or Hong Kong. On the other hand, physical closeness does not necessarily produce organisational cohesion - the Tallensi live in close proximity but are very uncohesive. Subordination implies cohesion but not vice versa, as a group might be highly organised on egalitarian, non-hierarchical lines - for example the Spartan homoioi.

Using his three classifications Andreski designates high M.P.R. by 'M' and low M.P.R. by 'm', high subordination by 'S' and low by 's',

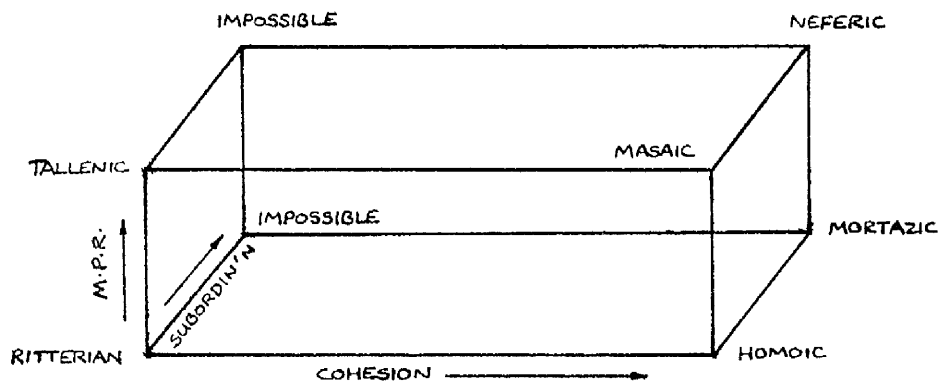
high cohesion by "C" and low by "c". By combining the three in the various ways he obtains, six types of military organisation. (Two of the combinations he found to be impossible due to the fact that they involved a doubtful situation of high subordination with low cohesion).

Andreski categorises six pure types of military organisation and he gives them names such as ritterian (msc), homoic (msC), neferic (MSC) and tellenic (Msc), two other examples are:

MsC; that is to say; high MPR, a low degree of subordination and high degree of cohesion. The examples most nearly approaching the logical extremes are: the Cossack settlements in their days of independence and the Masai tribes in East Africa. He calls this type Masaic.

mSC; i.e. low MPR, high subordination and high cohesion, e.g. Egypt under the early Ramesides, the Abbasid Caliphate in its early days, Prussia before Stein or any other absolute monarchy supported by disciplined professional troops. He calls this type Mortazic.

'We thus get six pure types ... I must repeat that all real forms of military organisation are a mixture of these pure forms, some not approaching particularly any of them i.e. the military organisation of the Chinese Empire oscillated between mortazic and neferic types'.



The three main determinants of military organisation are represented by the geometrical dimensions as depicted by the edges of the cube. Their numerical values go from 0-1. The spaces in the proximity of 6 of the points of the cube represent our six types of military organisation. Most of the real cases could be represented by clusters

of points nearer the centre. Transitions from one type to another must, by definition, be caused by factors acting upon these determinants.

Andreski's three dimensional model provides a useful concept for the categorisation of types of sport.

A variety of criterial combinations could be used to classify different sports but as my interests were directed at the group/individual aspects I stressed these factors.

Like Andreski I chose criteria with specific sociological characteristics but realised that details such as 'the spectator element', bodily contact' and 'professionalism' could have been considered. The three classifications used were:

- i) Whether the sport is individual or team based? ('T' for team 't' for individual).
- ii) The degree of group training carried out within the sport in Britain. ('G' for group training 'g' for individual centred training).
- iii) SPR; Sports Participation Ratio. This term was derived from Andreski and determines the level of participation in a particular sport in Britain. ('S' for high 's' for low).

In the style of Andreski examples can be found for various combinations of the three criteria at their level of 'high' or low':-

- i) tgs; i.e. An individual sport without a high level of participation in this country, the athletes tend to train alone. e.g. 'Downhill' skiing.

Inevitably a National Ski Squad exists where the British team might train together some months before the Winter Olympics. Our performances here and at the World Championships prove, however, that a skier would only be successful despite rather than because of this system.

Such group training is rare and is often organised too late for major championships. Skiers have to work as individuals in this country to be successful. They might travel to Innsbruck, St. Moritz or St. Anton at their own expense to train. Climatic conditions make skiing in Britain very difficult and 'downhill runs' of international standard are difficult to find. Without big sponsorship this amateur sport is confined to the rich individuals, or skiers who can cut their losses and live abroad. (Ice skater John Curry, in a slightly less unpopular winter sport, was dependent upon the sponsorship of an American industrialist in order to live and train in the U.S.A.).

- ii) Tgs; i.e. A team sport without group training and with a low level of British participation. e.g. Modern Pentathlon.

Although in the Olympics there is an individual championship this sport is often characterised by team rivalries. In Britain this is seen between the three Services and internationally between U.S.S.R., Hungary and the U.K.

Due to the physical, emotional and financial complications involved in specialising in five totally different sports: Riding, Fencing, Shooting, Swimming and Running, the participants in British Modern Pentathlon are relatively few in number. Even after winning the team gold medal at the last Olympics, increased interest and participation in the sport was only marginal. A similar international triumph in some other sport would certainly initiate a sudden growth in the membership of the overall organisation.

Amongst the British squad great camaraderie exists, generated by team manager Mike Proudfoot and coaches Ron Bright and Jim Fox. But this can only be effected on the occasional times the pentathletes are together. Modern Pentathlon exists on a shoestring budget, without the sponsorship of the bigger Olympic sports, this is why it has traditionally been associated with the Services. The athletes by necessity have to train alone, 'fitting in' the five disciplines at different times during the week. Because of their external careers it

becomes difficult to train as a group in one of the sports, let alone all five on a regular basis.

- iii) TGs; i.e. A team sport with group training but a small level of participation e.g. Tug of War.

This sport requires a great deal of cohesion between the eight team members. Legitimate tricks allied with team skill and practice have done much to eliminate the apparent advantage of weight. English teams tend to be light, but even in the catchweight class (no limit) they more than hold their own in international competition. An English team of under 900 KG recently beat a Spanish team of 1,200 KG (23½ stone per man) purely on superior technique, teamwork and understanding.

The success of the English teams in the European and World Championships is based on consistency. The English Tug of War Association do not 'make up' teams of the strongest, most experienced men but enter local teams as The National Team. Sheen Farmers from near Buxton have held either the national 720 KG or 640 KG class since 1970. This year if they win the AAA Championship they will represent England in the European Championships in Sweden in September (1979) followed by the World Championships in Switzerland next year.

This very fact means that the sport is organised around regular group training. The best teams are the most cohesive, the ones who pull together the most. All eight men can work on how, and at what times during a pull to apply certain tricks; when to put in a big effort and when to 'maintain'. With this confidence in each other, built by group training, the eight man team can invariably beat an individually picked team who have not worked together before the competition.

Although the English Tug of War Association lists some 300 clubs in its 64 page hand book, it cannot be called a high participation sport. Many pullers regard Tug of War as a summer sport only. It is often favoured by village footballers who look for an alternative in the close season. Most clubs are small and might consist of thirty pullers from which are chosen one, two or three teams depending on the nature of the competition.

- iv) TGS; i.e. A team sport with group training and a high level of participation in Britain. e.g. Soccer at all levels: professional, semi-pro., county league, city league, Sunday league, minor league.

When one talks of team sports with high participation in this country football immediately springs to mind.

Teams train together to plan tactics and 'set pieces' which they hope will give them the advantage over their rivals. For example, by practising and 'drilling' a particular movement of players from a free kick situation, the team can plan an attack which could be used in a match. What team training effectively tries to do is mimic match situations so teams can plan attacks and defensive moves to counter and confuse the opposition. Also though, football training must cater for basic fitness and speedwork. Fitness training can be done alone but footballers tend to prefer and benefit more from such things as competitive sprints, press up competitions and partner assisted strength work. At the lower level of the competitive spectrum group training is of less importance, this is because any sort of training takes second place to the game itself. Sunday morning football caters for all standards but is basically recognised as a 'kick about' rather than a serious game. Some Sunday teams cater for footballers who primarily belong to good quality 'Saturday clubs'. The players merely use Sunday football to supplement their match play.

- v) tGS; i.e. An individual sport which has group training and a high level of participation. e.g. Track and Field Athletics..

Although the participation level of athletics in Britain is nowhere near as high as Soccer it is boosted by the involvement of women. Admittedly womens' football clubs exist but these occur on a relatively small scale. In Athletics there are a great majority of mixed clubs and almost as many all-female clubs as all-male.

Through its variety of disciplines, track and field appeals to a

wide spectrum of people. It is a relatively cheap sport to participate in and competition is available for all abilities and all ages from 10-90. Athletics is given good coverage by the media and has become a fairly popular sport - in terms of participation - because of this.

Although essentially an individual sport, training for track and field is more of a group affair. The training 'squad' is a major consideration of this thesis. Within athletic clubs athletes collect together under a coach in order to train. These 'squads' are usually, but not always, typified by event and enable athletes to work together, help each other, increase motivation and create interest in training. Depending upon the size of the club four or five squads might occur composed of anything from six to thirty athletes. It is important to note that squads do not always consist of members from one club only. Although I stated above they exist 'within' clubs they are in fact non-corporate and some membership can cross club boundaries.

- vi) tgS; i.e. An individual sport with individual training but a high level of participation. e.g. Squash.

The individuality of Squash is assured by the closed environment of the court where only two opponents can play against each other.

At one time Squash belonged to the province of the 'sophisticated club' where subscriptions and standards were high. With the growth of multi-sports centres access to cheaper courts has been made easier and squash as a 'Sport for All' has become more of a reality. Squash has developed as a popular sport during peoples lunch hours and immediately after work. As it is intensive and very exhausting, an hours play on court can satisfy physically and mentally without requiring excessive amounts of spare time and dedication.

For the majority of players, 'training' for squash is rare, as 'playing' the game is an end in itself. Admittedly certain techniques can be practised but group training is impossible in the cramped conditions of a squash court. Coaching is sometimes necessary and possible, especially in glass courts, but these facilities are only available to

a small proportion of players. Likewise conditioning work for squash is generally practised only by the top players as the average club player would look upon the game itself as a fitness and conditioning exercise.

- vii) tGs; i.e. An individual sport with group training but a low level of participation in Britain. e.g. Kung Fu.

Most martial arts fighters tend to train as a group especially in the disciplines involving kicks. They work in a square of fighters, one behind the other and go through the same suppling exercises, kick and punch routines in unison. This enables them to achieve individual strength from the group. The individual fighters do 'pair off' to simulate the fight situation but they are still working in close proximity to other pairs. The same occurs when they work on bag training (kicking a heavy (punch) bag). Invariably though one senior fighter supervises the session and this helps maintain cohesion of the training group.

The sport remains individual in the competitive situation as each fighter is isolated against his opponent.

Other martial arts could have been used to fit this category but Judo and Karate have a relatively high participation ratio in Britain and in these events (and Kendo) we are world class - against even the Japanese.

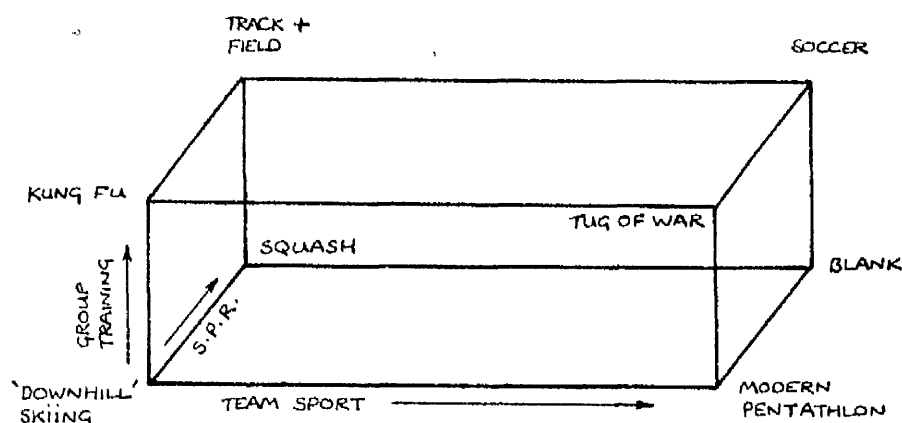
- viii) TgS; i.e. A team sport with high participation and individually based training.

It is very difficult to find a sport to fit this category as few exist with teamwork in the competitive situation but with individual training. The only vague possibility was Cross Country Running. This is often team orientated despite having individual winners. Distance runners tend to train alone and 'Jogging' has certainly boosted the participation ratio. However, the sport was too close to 'Athletics' and I decided to discard it rather than manipulate its identity to fit 'an ideal type' on the model. After all, distance runners occasionally train in small squads and Jogging caters much more for the individual than the team.

Andreski was happy to call two corners of his model 'impossible' types. I will not classify TgS as 'impossible' but rather leave it blank knowing that from the seven examples collected from different versions of the criteria a definite model can be made of 'types of sport'.

First Modification to Andreski's Model .

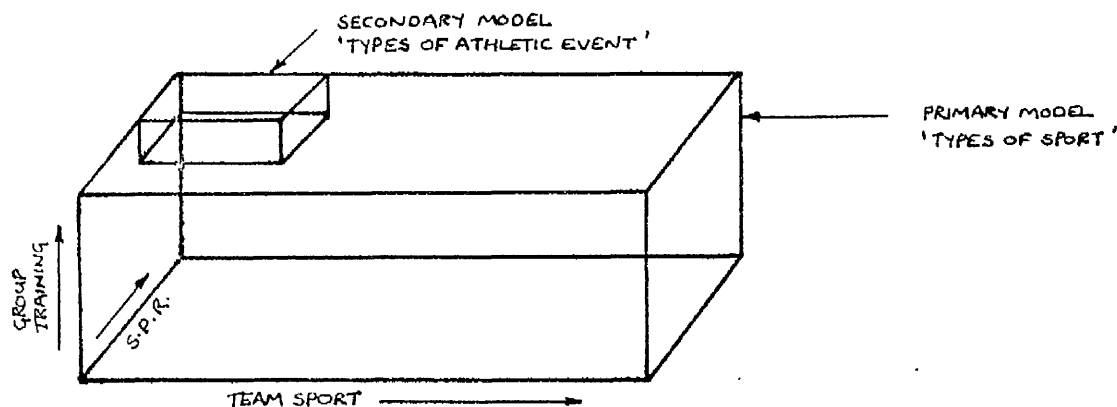
"Types of Sport"



This style of model is, as Andreski found, inadequate as no sport fits the extremity of each pole. If a more efficient scale existed, Tug of War, Soccer and Modern Pentathlon would all have different levels of team orientation, but as it is the three are grouped together as organisation of numerical scales and values might provide vast complication to a model which is basically a guide.

To typify how non-ideal the ideal types are I would like to give special attention to the tGS pole of my model, namely, the sport of central concern to the thesis - Track and Field Athletics.

Using the same criterial axes a subsidiary cube could be drafted onto the principal model so:-



Categorisation of particular events could be made in relation to:

- i) Whether the event is individual or team based ('T' for team, 't' for individual).
 - ii) Whether individual or group (squad) training occurs ('G' for group, 'g' for individual).
 - iii) Is there a high participation level in this event in Britain? ('S' and 's' are retained for consistency even though 'E' and 'e' would have been better symbols for representation of 'Event Participation Ratio'). (see footnote)*.
- i. tgs; i.e. An individual event with individual training and a low level of participation. e.g. Hammer.

Hammer is one of three field events not contested by women (the others being Triple Jump and Pole Vault) and this factor at once reduces the level of participation. Despite this, the Hammer is still recognised as the 'Cinderella' event of Athletics. This characteristic is often enhanced by 'banning' Throwing within the stadium. The event is, at times, fairly dangerous, as Hammers occasionally drift outside their landing sector and bounce on the track, thus threatening spectators and other athletes. As a result Hammer Throwing competitions are held very early during a meeting. Therefore, they can finish before other athletes reach the arena and start to 'warm up' on the track or surrounding 'danger zones'. Alternatively, a circle is constructed outside the track area where Throwing is safer.

This means that the Hammer is pushed into the background of athletic popularity. Only the enthusiasts would arrive at a meeting extra early or leave the stadium to watch the event. Youngsters attempt the other Throws rather than Hammer and view the discipline as that of 'a failed Shot or Discus man'.

* Footnote (see Appendix: 'Event Specific Squads Outside S.E.A.C.').

Participation ratios vary from Club to Club as some specialist events receive more attention at certain Clubs. Pole Vault, for example, has quite a low participation rate in this country due to; the high technical knowledge needed by coach and athletes and the cost of poles, bed and stands. Yet Woking A.C. excels in this event, whilst being of mediocre standard in more popular disciplines. Pole Vault would normally warrant 's' at most Clubs.

The high degree of technical expertise required in the event means total dedication must be applied to training. Hammer Throwers invariably concentrate only on their speciality unlike Shot Putters who might Throw the Discus and vice versa.

All the above reasons restrict the participation ratio in the Hammer. Fewer athletes exist and fewer coaches than in any other event. This very reason means that group (squad) training is rare. A national squad exists under National Event Coach, Carlton Johnson, but the Throwers meet only occasionally to train as one unit. Few clubs have a 'Hammer squad', although some clubs have the occasional pair of good Throwers (North Shields Poly - Ian Chipchase and Phil Scott, Edinburgh Southern - Chris Black and Eugene Lawlor, Haringey - Matt Mileham and Shawn Pickering).

Often the Hammer Thrower is a training isolate. He cannot Throw at regular Club training times because of the dangers mentioned above. He is frowned upon by groundsmen because the Hammer makes large divots. He needs to find safe, lonely scrub land on which to throw. This naturally means that the Hammer man will lack the all important circle in which to practise his complicated three or four turns.

Former British record holder, Barry Williams used to Throw in a corn field because he was fined for 'Vandalising Public Parks' - but after losing several Hammers (the ball is tungsten steel and often costs in excess of £100) he realised his problems were growing. He eventually used his Churchill Scholarship to train in Europe and U.S.A. where the Hammer Thrower was treated with more respect.

ii) Tgs; i.e. A team sport with little group training and a low level of participation. e.g. The Medley Relay.

The only team events which occur with any regularity in Track and Field are the relays. Occasionally a team 5000 Metres takes place - an event which would fill the above category - but relay events are more obviously team collective. This is especially so in the Medley Relay, partly because it combines varying distances in the one discipline; two 200 Metre legs plus a 400 and 800 leg. This means team identity is given to athletes from the Short Sprint, Long Sprint and Middle Distance disciplines.

Because of this very reason, group training amongst the four runners is not always common, especially training specific to the relay itself; i.e. baton work. The two 200 Metre runners rely on a slightly slow Sprint relay change-over (which they might have practised in training for the 4 x 100 Metres relay) while for the other two runners baton passing is less crucial and needs little practice.

Lack of group training also occurs because the event is less popular nowadays and may take place at only two or three meetings a year. This factor also accounts for 's' the low level of participation. Relay runners compete more regularly in 4 x 100 and 4 x 400.

iii) TGS; i.e. A team event with group training and a low level of participation.

It is difficult to find an event which corresponds to this categorisation. 'A team event' suggests a relay, but only the 4 x 100 has definite group training and this must necessarily be classified as a 'high participation event'.

Rather than confuse the model I would rather leave this corner of the cube blank.

iv) TGS; i.e. A team event with group training and a high level of participation e.g. 4 x 100 Metre relay.

The teamwork aspect of the 4 x 100 Metre relay is very strong - baton exchange has to be smooth with both runners hopefully at maximum speed at the handover.

This requires much practice and co-operation between all four runners as co-ordination is essential for a winning team. It is not always the four fastest Sprinters who win the relay but the most efficient quartet.

This 'efficiency' is dependent upon extensive baton practice, the four team members work closely together, improving the speed of the two runners at contact and the 'taking' and 'giving' of the baton. The 'worst' teams are often characterised by those athletes who train least as a group. This means team identity is very important in both the competition and training environment.

The 4 x 100 relay is an integral part of all athletics meetings and all age groups. This makes it a high participation event in Track and Field.

- v) tGS; i.e. An individual event with group training and a high level of participation e.g. 100 Metres.

All of the Sprint races fit this category but probably 'the 100' is the most popular. It is naturally individual except when the race is run as part of a 4 x 100 Metre relay.

Sprinters tend to train in small squads where they work on sessions together under the influence of a coach. He can observe their techniques and starts and also can time their training distances. In an explosive event such as 100 Metres there is a need for 'competitive training'. Sprinters need Sprinters to work with as much of their training is covered at close to top speed. Without the mental and physical stimulus of adrenalin, motivation is difficult for the Sprinter who trains alone.

The 100 Metres is a high-participation event. It caters for all age groups from 'Minor Girls' to 'Veterans' and is rarely absent from even 'limited event' meetings. It is invariably categorised as the 'blue ribbon' of the Sprint distances unlike the less popular 200 and more specialised 400 Metres.

- vi) tgS; i.e. An individual event without group training but with a high level of participation e.g. 5000 Metres.

Although on the odd occasion (as mentioned above) team races occur in 5000 Metre track events this is fairly rare and the distance must be classified as individual. In the training environment the cliché 'The loneliness of the long distance runner' can be applied equally to the 'middle distance' athlete. Most 'milage' is covered in isolation although some summer track sessions might be run in a squad environment. In England however, track training is not popular with 5000 Metre runners and they tend to work on the roads. Only a few Clubs have a tradition of group training amongst the Distance runners (reference is given to these later) and the Club studied in fieldwork - Southampton and Eastleigh A.C.

tended towards individual biased training arrangements amongst the 5000 Metre athletes.

Despite the fact that the event is confined to one sex (men) and to three age groups (Junior Men, Senior Men and Veteran) it still has high participation in this country due to the 'harrier tradition' of athletics, whereby most Clubs were built around Cross-Country and road running male athletes. In the summer these runners all tended to opt for the 5000 Metres (or 3 miles, before metrification) as this was often the longest track event catered for in this part of their year. Six miles or 10,000 Metres did not always occur as it was usually too time consuming to include in every meeting. At most Clubs if an athlete is a recognised Cross-Country and road runner in winter he will often be a 5000 Metre track runner in summer.

vii) tGs; i.e. An individual event with group training but a low level of participation. e.g. Shot and Discus.

An individual event with a low level of participation invariably indicates a technical discipline; this includes all field and hurdle events.

The extent of group training in these events varies from Club to club. National and regional squads occur for Shot, Hurdles, Triple Jump and Javelin etc. but these meet only occasionally and are composed of athletes from varying towns or areas who at other times might be training alone.

If a Club has a Javelin coach, almost certainly a squad of Javelin Throwers will group themselves around him (see Appendix 'Event Specific Squads Outside S.E.A.C.'). If a Club has a glut of successful Long Jumpers who like to work together youngsters are invariably encouraged to Long Jump. At S.E.A.C. the two above events are very weak as no squads occur specific to these events and no coach exists with the technical expertise to concentrate on these disciplines. Shot and Discus, however, are very strong because squad identity exists with these events. Although no one coaches the three principal members of the Shot Squad they are all international putters who can give extensive advice to youngsters attempting the event.

Southampton is renowned nationally for its depth of talent in Shot Putt, and in a similar fashion other Clubs are recognised for their group training success in other events. Woking A.C. is a good 'Pole Vault club'. Bracknell A.C. is a good Club for womens Discus, with four international Throwers coached by Charles Forsythe. Haringey A.C. under the influence of Jan Kapyto has become a good 'Javelin Club'. Often the Clubs who are very strong in some technical events are very weak in others, and in this way the 'tGs' label can be applied to different disciplines at different Clubs.

viii) TgS; i.e. A team event with little group training but a high level of participation. e.g. 4 x 400 Metres relay.

Unlike its shorter counterpart, the 1600 Metre relay is not so highly dependent upon perfect cohesion between all four runners. The baton exchange is less critical and does not need excessive practice. It is still a team event, but one where the individual effort of each person is more important than their teamwork.

Four Club quarter-milers might train together in a squad but their workout is never specific to the relay - it always caters for the individual 'flat' 400. The relay exchange in a 4 x 4 requires the incoming runner to be in an extreme state of stress when he passes the baton and in order to practise the pass would need the quarter milers to subject themselves to excessive states of oxygen debt. In 4 x 4 races the outgoing runner always makes it his responsibility to grab the baton - as he is fresh. This means that unlike the Sprint relay runners he runs off slowly and constantly looks behind him. If the incoming runner is in great pain his out-going team mate will stand still, until the baton reaches his take-over zone. This common method of baton exchange does not need constant practise and the race itself can serve as a method of 'getting used to' change-over technique.

Although the level of participation in 4 x 4 is not as high as 4 x 1 it is still an Olympic team event for both men and women and always takes place in major matches.

Most age groups include a 4 x 4 in their repertoire, except Junior Women and younger girls who do not contest the 400 Metres. Only the

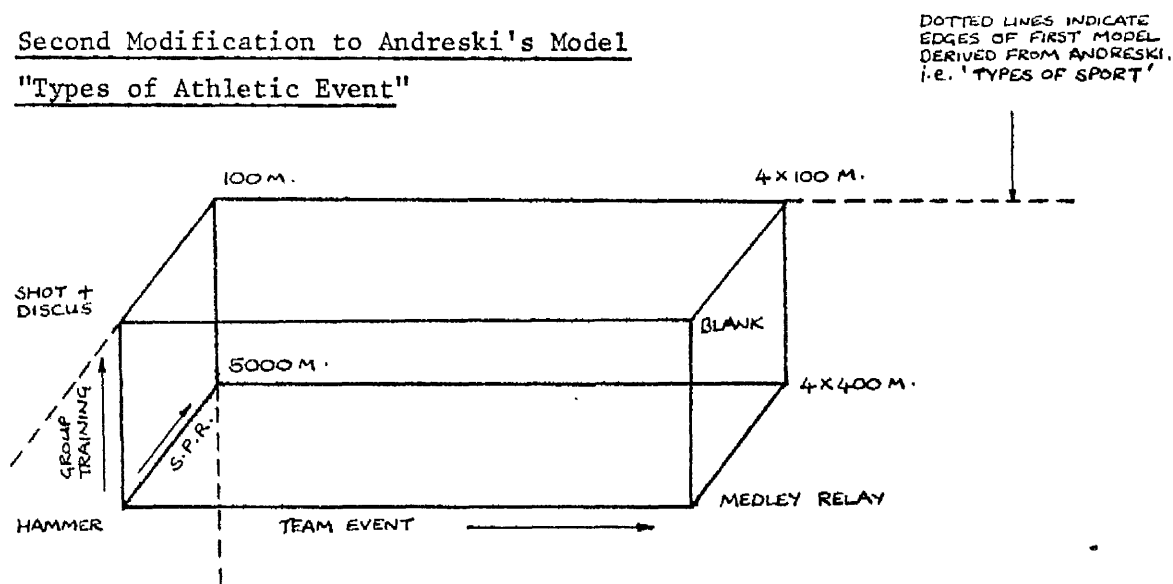
smaller 'Trophy' meetings might fail to include a 4 x 4 in their programme but generally both relays are the recognised final events in a day of track and field athletics.

This second modification of Andreski's original model has helped to introduce the major concern of this study, namely the sport of Track and Field. It has also detailed one extreme of the 'types of sport' model. All eight corners of this cube contain specialised criteria of their own - along the lines of 'teamwork', 'group training' and 'participation' - and no sport or part of a sport is in fact an 'ideal type'.

The most important contribution of Andreski's work however, is that it has provided a working model which is open to manipulation. This is a useful theoretical asset for fieldwork.

Second Modification to Andreski's Model

"Types of Athletic Event"



The Fieldwork Situation

In order to study Track and Field in a microsociological way I chose an athletic Club as my medium for field research.

March 1978 to March 1979 was the main term of fieldwork but references are made to events I experienced in earlier years and also in more recent months (since March 1979). By being actively involved with the Club since 1973 I felt qualified to utilise the sociological content of my own experiences as an athlete.

The Club was Southampton and Eastleigh A.C. An organisation of some 300 male and female members of which only 100-150 are active and

part of Club life. By 'life' I am referring to regular training and competition within the Club; especially training which signifies the day to day activity of members.

The collection of research material was carried out essentially at training sessions which would be held at various venues depending on the season.

Although Track and Field is primarily a summer sport the Club itself is still active in the winter with cross country competitions and winter training for the other events. Most serious athletes are involved in all-year round activity in their sport, even if their competitive seasons are limited. Preparation is never short term.

By being amateur, Athletics is necessarily a part-time activity but for many athletes the sport is a major pre-occupation which may take precedence over their jobs and careers.

Loy and Kenyon (1969) argue that:

'A sports Club is a formal social structure typically characterised by an unequivocal collective identity, a set of rules and informal norms governing conduct and an implicit ideology, a set of inter-personal relationships and inter-action patterns among members, a precise membership list, an agenda of activity and procedures for the recruitment, training and retention of members'.

Study of sports groups 'well illustrate how significant insights can be gained of the nature of human behaviour in sport situations by the consideration of sport groups as micro-social systems'.

Loy and Kenyon believe that 'sociological analysis of sport groups is a profitable means of acquiring a better understanding of the structure and processes underlying the success and survival of social systems'.

Andreski, Loy and Kenyon helped stimulate ideas when I started to analyse the internal structure of Southampton and Eastleigh A.C. (S.E.A.C.).

After initial consideration it became apparent that 'an unequivocal collective identity' did not always exist, due in part to the differentiated event make-up of Athletics.

The Club is composed of sub-groupings (e.g. training squads, teams, etc.) which are often more relevant sociologically than 'the Club itself' - 'informal norms governing conduct' emanate from these sub-groups. Again it is within these smaller social units (especially squads) that the most intense 'sets of inter-personal relationships and inter-action patterns' exist.

The Andreski model which I used to divide 'types of event' helped me to analyse event-based sub-groupings and varying attitudes towards training but it was not a sufficient theoretical concept to study these small groupings internally; all it helped me to do was identify them. Also I began to realise that training squad systems were not always aligned to specific events.

It was the predominance of small groups within the larger, less important, corporate Club which led me to consider the theories of Homans. The 'inter-personal relationships and inter-action patterns' within these entities instigated use of network concepts in this thesis.

Homans

Homans studied the Bank Wiring Observation Room from original research carried out by Roethlisberger and Dickson ('Management and the Worker').

This involved workers who produced 'banks' (electrical appliances). A certain division of labour existed with: connector wiremen, selector wiremen, solderers and inspectors, to produce the banks.

Fourteen bank wiremen were isolated in an Observation Room where they carried out their usual work. Roethlisberger and Dickson studied over a period of time the behaviour of the group.

They considered aspects such as leadership, inter-action between individuals (friendly and antagonistic), sub-group inter-action (i.e. 'job trading' between wiremen and soldermen) and friendships which cut across sub-groups. Cliques occurred; connector wiremen felt themselves to be superior to selectors but also norms were prevalent which collectivised the group as a whole. Homans stressed the importance of not being a 'rate-buster' in bank production, of not acting like an official and not 'squealing' on an associate.

The development of group norms, division into sub-groups and the ranking of individuals and sub-groups were all conditioned by the set-up of work, i.e. the men working together in one room in certain spatial relations to each other, the different kinds of work, the different pay rates and seniority.

Another small group study considered by Homans in 'The Human Group' was Whyte's analysis of The Norton Street Gang. This followed a similar pattern to the Bank Wiring Observation Room except where environment and leadership was concerned. The position of Doc - the leader of the Nortons was far more important than Taylor, the acknowledged 'leader' of the Wiring Room. As a result norm observance amongst the Nortons related much more to what Doc advised for the gang as a whole rather than what the group collectively established between themselves.

Both the Bank Wiring Observation Room and the Norton Street Gang provided several sociological theories with which to analyse training squads and other sub-groupings within S.E.A.C. The study of the Nortons helped assess 'coaching leadership' whilst the Bank Wiring Room helped consideration of sub-group inter-action and cliquishness as well as overall unity amongst training systems and teams.

The inter-personal relationships and inter-action patterns which were observed amongst squad and team members during this analysis caused me to move from Homans to a slightly more refined method of classifying and assessing my data - namely Network Theory.

The Role of Network Theory

Network analysis was adopted specifically to study training squads. Of the three criteria used on my Andreski (modified) models 'extent of group training' was the phenomenon to be given detailed consideration via Network Theory.

'Group training' though does not always relate to the 'event' itself as on my second Andreski model. Some systems combine several events within a squad. Naturally inter-action between different events within one training group was a feature to be considered.

Network Theory was used as an effective method of measuring the extent of group training within the squad system. Most training arrangements at S.E.A.C. could be placed on an individual-group continuum which would assess the cohesiveness of the squad. It is fair to say that in many cases an event specific squad would work as more of a group than a multi-event squad. However, my fieldwork proved that a squad composed of several events was by no means a divided system and could still have high density (Barnes 1966) of inter-action.

One of the reasons for discarding Homans was because of his sociometric bias in assessing inter-personal relationships. I preferred to use Network Theory as sociometry was based primarily on formal questionnaires. The studies which used the network concept, as developed by Barnes were based predominantly on participant observation. As I was employing this fieldwork technique, Network Theory seemed a more-logical alternative.

Bott, however, used interviews for the collection of her data: she felt, in order to make networks precise 'it will be necessary to define degrees of intimacy and obligation of the various relationships' (1957).

Mitchell argues (1969 p.30); 'The problem of interviews is that the fieldworker becomes aware of the characteristics of the network only from the point of view of his respondent'.

To conduct in depth interviews with everyone in a network is a difficult problem but in order to achieve accuracy, there is often no alternative, although reliance on an informant's opinion is by no means satisfactory. Sociograms are a useful product of interviews but the detail of information needed for the construction of a sociogram is limited. Mitchell feels that personal knowledge and know how (used by Harries-Jones (and myself)) seems to be as useful as any questionnaire. 'In many ways, however, the most reliable and adequate information is likely to be obtained through direct observation. The observer, over a period of time, is able to make his own assessment of the inter-action of an individual with others around him and to record its characteristics' (Mitchell 1969 p.31).

Another of Mitchell's arguments which applies to my own research states: 'When it comes to actual fieldwork it is always necessary to specify the context. In so far as social networks are concerned this involves isolating part of the total network and considering the characteristics of that part only' (1969 p.13). This is what I have attempted to do with squads. They are part of the total network (i.e. the 'Club') and I stress training and coaching inter-action within these systems which are 'characteristics of that part only'.

This thesis is structured in three main Sections. The first considers the individual athlete and by necessity has some philosophical and psychological overtones. This is not to say that the Section is a 'Psychological Study of the Athlete' - the individual is merely analysed in a sociological context. Aspects are considered such as motivation, achievement and obsession in relation to the sport.

From a more physical angle, the body is considered as a medium of expression, a factor of social significance in its own right. Training is seen as a preparation of the body for an ultimate athletic goal and so the structure and organisation of individual periodisations and peaks is also taken into account. As well as these 'seasonal cycles', total individual life cycles of the athlete are covered. Age and Career are an essential issue in this Section, as attitudes towards fulfillment and dedication change during the ageing process, as indeed does the body itself.

The second section is the most important. It discusses coaching and the squad systems at S.E.A.C. Homans has a certain bearing on both but particularly the coach who is considered as a 'leader' of these small groups. His analysis of norms amongst the Bank Wiremen and the Nortons is regularly referred to when studying relationships within the squads.

Network Theory plays its most important role in this section as I used it as a theoretical concept aimed directly at assessing squad organisation.

Although reference has constantly been given to small groups and will be later in the text, the squad itself is a non-corporate entity and hence not a group at all. The term 'group' is occasionally used as an alternative word for 'squad', but it is realised that in fact it is a non-group. An idea which is developed in this section is the notion of the squad as a 'quasi-faction'; a system essentially organised for athletic training but one that occasionally takes on certain political characteristics in relation to other squads.

Also in this section a further development of the Andreski model is introduced to classify 'types of squad'. Although different criteria are used to the first and second modifications, the cube still manages to provide a structured way of organising data. Squad 'types' (like 'sports' and 'athletic events') can change to different corners of the cube in different circumstances. This very fact helps one see at a glance, organisational modifications or developments in squad systems.

The third section studies the 'Club' itself: The environment the athletes work in, principally the track has an important identity for the athletes; it collectivises the Club members in a recognisable arena.

The 'team' can have a collective identity, it acts as the Club's representative in relation to other Clubs through the medium of competition. Sometimes good 'team spirit' can make the individual athletes a very cohesive unit despite the differing nature of their events.

Likewise poor team spirit can maintain division amongst the competitors. Cohesion and team 'groupishness' can be fostered by the Team Manager who can act as a motivating force, a bad Team Manager can exaggerate the natural event-division of a Track and Field team.

Competition itself varies in standard but both Mens and Womens Track and Cross Country teams have had notable area and national successes.

A statistical study occurs in this section which analyses S.E.A.C.'s stable position in the Mens National League over the past 6 years. This also considers other Clubs who have had sudden success or decline within the League. From this I have argued that a self-fulfilling prophecy exists for Clubs, whereby success has a bandwagon effect of attracting members.

The study of competition also gives an indication of the corporate nature of the Club as a whole. Competition provides a medium for assessing the inter-relations between Clubs.

SECTION (A)
THE ATHLETE

The Athlete

This section considers the cognitive system of Athletics, the emic world as the athlete sees it. It is essentially a sociological study of the 'individual'; his mind, his body and his career in the sport. It attempts to analyse the world of the athlete from the frustrations of injury and drug abuse to the satisfactions of veteran competition.

The Athlete's Mind

Athletics, or indeed any sport, requires dedication from the individual if he is to be successful. Many athletes fail to reach their goals. 'Success is a somewhat abstract entity which varies from meeting to meeting and from individual to individual. Consequently when athletes are asked 'why do you do it?' they often answer doubtfully; 'for the success, I like to win'. Most athletes cannot explain why they train most evenings of the week, in all weathers and conditions but it is not simply because they like to win. Due to the law of averages there can only ever be one victor in an event and therefore, except for the very few, the athlete is technically a 'loser'.

'Success' is difficult to qualify as very few athletes achieve their goals. But there is a constant theme in their lives of striving and aspiration for success. The training athlete is invariably trying to better himself. He dedicates himself to certain goals which are within his capacity but others exist which are always elusive. Lynn Davies achieved the ultimate in athletics when he won the Olympic long jump title in Tokyo 1964. Rather than retiring with a sense of fulfillment he directed his energies over the next four years to defending his crown in Mexico. He felt the following phrase best typified his aspiration:

'A mans aim must exceed his grasp or what's a Heaven for'.
(Williams 1970 p.120).

It is difficult for the athlete to explain the spiritual and

intellectual satisfaction gained from his event. Maslow argued that the most actualising human activity is play. And following Maslow it must be argued that play, or sport has largely been misunderstood. It is not always a method of relieving tension and providing relaxation. Nor is it a service activity preparing us for the more serious and important everyday world. It is often the most central aspect of the individual's life. Pole vaulting, javelin throwing or running, as the vaulter, thrower or runner knows, is generally the most real thing that he does. As Maslow says: 'One must play with a passionate involvement, play as if his life depended on it if play is to mean anything at all'.

David Hemery (1976) felt Maslow's theories could be applied to his own athletic success. Apparently Maslow used to ask his psychology students 'Which of you is going to become great?' After a long pause, while his students looked at each other, Maslow concluded - 'If not you, who then?' Hemery says: 'As one who by all physiological rights should not have become exceptional in athletics, I know how amazingly accurate is Maslow's challenge. Too few people recognise that they can become exceptional, in a number of ways. It is my belief that just about everyone can become an exceptional individual, if he or she wants to, and is prepared to work'. (p.180-181).

Hemery manages to put forward a perceptive analysis of individual, athletic aspiration using Maslow's basic theory of 'self-actualisation'.

'Success and sport receives perhaps a disproportionate amount of acclaim in the news. This may be because it is so easy to identify with human movement. Also it can be lifting to 'identify' with success, be it a team or an individual. However, regardless of the reasons it provides a considerable avenue for the successful participants progress in the 'hierarchy of human needs'. Abraham Maslow established a theory of man's growth towards 'self actualisation' - that is, becoming the person you are capable of becoming - as a fully functioning human being. Maslow was an optimistic psychologist, believing that man is basically good and that given the opportunity, he will strive to improve himself. Maslow's hierarchy of human need is briefly as follows. He maintained that there are five levels, like rungs of a ladder. Each level must, in some way be satisfied before progression may take place to the next highest level. We will always be returning to our basic lower level needs. However, the overall progression is one of ascent. The two lowest levels

are physiological. The lowest rung is the need for food, sleep, sex, shelter, water and air. The next level up is the need for safety and security. The third stage is seeking love and belongingness. (To an extent a sense of belonging can be formed within a sports group. (Hemery's idea, not mine or Maslow's)). The fourth rung is the desire for self-esteem and the esteem of others. It is at this level where I believe success in sport has an exceptional role. Self-mastery, self-control and reaching towards your own gold-medal-level will certainly accomplish this.

Sport may or may not be a part of the top step, self-actualisation (becoming what you are capable of being). It depends on the individual and his capabilities. Also it need not be limited to an athlete's sporting achievements.

Athletics is not everything to me, but it is part of me. For me, it is an area of self-expression. At times I felt as though I was actualising my full potential on the track. Just a couple of times, my body ran as my mind thought. I was not forcing my running. I felt as I was expressing my inner movement self in a sprinting, powerful flow, on the flat and over the hurdles. One of those times was in Mexico. I felt truly in tune, in harmony with life and clear in my direction'. (1976 pp. 186-187).

Dr. Thomas Harris, a mid-western (U.S.A.) psychiatrist had problems with a withdrawn patient who refused to talk to anyone about what was troubling her. It was only when they started to take runs around the institution's grounds that she suddenly began to reveal her basic problems in great detail.

Harris felt (1970) that this sudden revelation was related to the human's deepest instincts about movement. He argued that we are divided into three parts:

Child - which is life as it is felt or wished.
 Parent - which is life as it is taught 'by the book'.
 Adult - which is life as we decide upon it for ourselves.

The first adult act we do, argues Harris, is locomotion. The Adult in us begins when we take our first step - our first walk to think things over. From then on we have the recording in our brain that movement is good, that it is useful in helping us to see more clearly what our problem is.

Every athlete has found that if he is beset by problems at home or

work and he puts these aside to go training the physical stimulus he receives helps to clear the mind, it gives relief and relaxation. Often if the session is very hard it makes one realise that the problems at home might be of minor significance when compared to the physical intensity of the training itself. Since modern life offers so much in the way of tension and so little in the way of release we have to work hard at relaxing. Physical exercise is one way. This sounds contradictory i.e. tensing muscles to reduce tension. Yet a number of physiological investigations have shown that relaxation is most pronounced after muscular work: Drs. Insel and Roth of Stanford (1973) say:

'The most profound muscular and mental relaxation, as measured by electrodes inserted in the muscles follows a period of voluntarily increased muscular tension'.

I argued earlier that Athletics is not merely a method of relieving tension and providing relaxation but obviously, as the psychological and physiological evidence proves, this is a satisfying and advantageous aspect of the sport. What I stressed more was the role of Athletics as a central aspect of people's lives. Of the individuals considered in this thesis there are varying occupations: school children, teachers, dockers and civil servants, but many of these people think of themselves first and foremost as athletes. To the outside observer, the idea of an individual dedicating his life to a track, or circle or run-up and pit might seem pointless but athletics is both art and science. It embodies much of what doctors know about the physiology of health. It presents a challenge both physical and psychological and a sense of living at the height of one's powers. The athlete is an important member of society as Brian Glanville (1969) argues:

'Records (personal or otherwise MJ) are important because they demonstrate the scope of human (or our own individual MJ) possibility, which is unlimited. The inconceivable is conceived and then it is accomplished'.

Twenty-five years ago the world was astonished when Bannister broke the four minute mile barrier, but since that time, Walker, Coe and Ovett have run under 3.50 for the distance.

Although athletes are amateur and 'part-time' their everyday and

long-term objectives are channelled into their sport. Ogilvie and Tutko argue: (Problem Athletes and How to Handle Them, 1967):

'The competitive sports experience is unique in the way it compresses the selection process into a compact time and space. The athlete must face in a few hours the kind of pressure that occurs in the life of an achievement-orientated man over several years'.

Sport, and particularly an individual sport such as Athletics, has great potential for self-revelation. It can indicate, relatively quickly, a persons strengths and weaknesses, his willpower, determination, motivation and response to pressure even in other walks of life.

Of the people best qualified to assess the 'Athletic Mind' those who have come to the sport in later life are often the most astute.

In the U.S.A., 'cholesterolphobia' and 'Run to Live' became health crazes of the late '60's and '70's. The medical world realised the potential of working the heart and lungs by jogging. This broke down arterial thickening, lowered blood pressure and pulse rate and so counter-acted dangers of heart disease. The 'shock tactics' of the cardiologists were very effective and overweight business men took to the parks and streets in their thousands. It soon became apparent though, that people were not jogging purely for their health but for a much more basic reason - satisfaction.

Joggers in many areas started to total weekly milages of 50-60, they began to enter races and join athletic clubs. Many individuals, often at veteran status, realised that for a lifetime they had possessed a latent ability to run. Their metabolic and physical makeup was in fact geared towards hard work. One of these people was Dr. George Sheehan. Since he started running he has assessed the athlete's mind, he has questioned why he trains and competes, why he has to. Sheehan, unlike many athletes can analyse objectively the world of the athlete because for the early part of his life he viewed himself principally as a doctor. Now, although he is still a practising heart specialist, he regards himself first and foremost as an athlete. ' At the age of 45 I pulled the emergency cord and ran out into the world. It was a decision that meant no less than a new life, a new course, a new destination. I was born again in my 45th year'.

It is the veteran athlete then (see later in this section, under the heading 'Age and Ability') who is best at viewing objectively the mind of the athlete. Whether he has returned to the sport he knew in his youth or whether he started in his forties, he can understand the emic world of the athlete because he has lived (unlike many of his younger colleagues) in the 'outside world'. Perhaps through ageing he has realised he can still fulfill the higher rungs of self-actualisation. It is not too late to become the person he is capable of becoming. So he works in earnest towards that end.

Although George Sheehan's experiences are based on running, many of his ideas and philosophies hold true for the whole spectrum of athletic events. Every event requires dedication and use of free time and can consequently bring satisfaction, disappointment and determination to succeed to the individual.

In the U.S.A., Sheehan has become a type of training philosopher. Frank Shorter, the Olympic marathon champion in 1972, complained about conversations with other runners. He said, 'I do not want to talk about Dr. Sheehan all the time'. The 'double life' of Sheehan is typified by the following extract from his book 'Dr. Sheehan on Running' (1975):

'What is gained by running more than 1½ - 2 hours per week? Dr. Thomas Bassler states that only by running an hour a day, six days a week can you become immune to coronary disease. However, one who embarks on these efforts tends to leave other loyalties behind. He becomes a completely new person, living a completely new life-style. Whether this is good or ill is at all times debatable. Running can break up families, destroy friendships and kill ambition. It can also, of course, rebuild families, create new friendships and inspire ambition.' (p.37)

In effect, the jogger, instead of remaining a jogger, becomes an athlete; in body, mind, character and life-style.

The athlete is abnormal to society as a whole. In competition, the 'public arena' of the sport he is respected, envied and loved. Yet whilst he is training he becomes different, in this 'private arena' the outside world is exempt. * (footnote).

* Footnote Constant puritanical dedication to athletics seems to the 'outside world' to be excessive, a 'distorted' attitude to life. The outsider feels it is healthier (in the western world) to dedicate aspirations toward ones profession, the earning of money and resultant conspicuous consumption of it.

Sheehan sees this simplicity as his perfection but, 'in the eyes of the outside observers it appears completely different. My success in removing myself from things and people, from ordinary ambition and desires is seen as a lack of caring, proof of uninvolved and failure to contribute'. (p.51)

The average person does respect the dedication of the athlete to a certain extent but many athletes hear the question 'when are you going to give up?' or 'when are you going to settle down?'. The values of the athlete must in the eyes of society be secondary, 'amateur' or a hobby, if they govern an individual's life style they are somehow wrong.

Many runners find contemplation, identity and a degree of happiness in long solitary hours on the road. Unfortunately they have a genius for being misunderstood and rarely express these thoughts except under pressure.

In his book 'On the Run from Dogs and People' Hal Higdon tells of one such incident. An Ohio runner got some icy stares while passing a church congregation leaving a service on Sunday morning. He finally said to one church-goer, 'Look I've seen more of God in the last seven miles than You'll see in that church the rest of your days'.

Sheehan probably assesses the emic world of the athlete most concisely;

'We are completely happy doing something that would drive other people crazy. And vice versa it seems'. (p.58).

It is in the competitive situation that the athlete is divorced from his private world. As Sheehan says;

'training might put us in touch with the source of our inspiration, our creativity and our intuitive flashes of understanding, But in competition it reality. Here we are stripped. Here even name, rank and serial number are irrelevant. In this seemingly artificial situation we put ourselves to the practical test.

Competition allows us to push ourselves to the absolute limit, to share however briefly and symbolically in the tragedy all around us. And more than that in this advent, this new birth, I not only become a man, but accept the man I am.

Defeat then, can be seen as revealing as victory and seen for what it is - a learning experience. If (through sport and Athletics MJ) we are to invent a plot for our existence, we must know exactly who we are; unchallenged, untried, we would never know'. (p.61)

It is the fight for success which is the most important aspect of self-actualisation. Through constant striving the athlete discovers 'who' he is and learns self-mastery and self-control. He may not become what he dreams of being but he can reach what he is capable of becoming. Thus attaining Maslow's fourth rung in the 'hierarchy of human need'. A level rarely experienced by many people.

The athlete's aspiration and dedication is invariably dependent upon hard work. The mind however, appreciates any type of assistance and superstition can provide this. Success in athletics competition can be effected by ritual, taboo and fetishes.

Superstition and Competition

Athletes are invariably superstitious. This is due mainly to the uncertain nature of competition. No matter how fit or prepared an athlete is, his performance will often amaze or deflate him - results can provide many surprises.

Malinowski argues (1948) that:

'We find magic wherever the elements of chance and accident and the emotional play between hope and fear have a wide and extensive range. We do not find magic wherever the pursuit is certain, reliable and well under the control of rational methods'.

Although physiologists, doctors, scientists and coaches try to make the pursuit of athletic excellence an exact science their results are invariably erratic. The 'rational methods' utilised by the above people are never totally accepted by the athlete because the element of chance is always present in the sport.

In Athletics it is possible to see rituals, taboos and fetishes which athletes resort to when they want to ensure that things go their

own way. Unlike forms of primitive magic, 'athletics magic' is usually performed to achieve ones own end and not to block someone elses. For example, an athlete might have reached the final of a top national competition such as the A.A.A.'s or the W.A.A.A.'s. Due to the standard of the opposition it is certain that the individual will not win but it is uncertain how he, or she, will perform. To help them achieve personal best results, athletes often use ritual and fetishes and observe taboo.

Ritual

Athletics rituals are almost infinitely various. An athlete can ritualise any activity he considers necessary for a successful performance, from the type of cereal he eats in the morning to the streets he drives home on.

Rituals usually grow out of exceptionally good performances. When an athlete achieves a good mark he cannot always attribute his success to strength and fitness alone. Often an athlete will record a personal best one week-end while the next he fails miserably in competition. He has not lost fitness or his 'peak' and might have no physiological or psychological answer for his poor result. Through magic such as ritual, the competitor seeks greater control over the elements of chance. He knows that his ability should be fairly consistent (at a higher level) and attributes the inconsistencies in his performance to some form of behaviour or a particular food that he ate.

If an athlete has two good competitions he will consider carefully his activities proceeding and during the meeting. He may find his training sessions were similar, or alternatively that he shortened the duration of his warm-up on both days or he drank orange squash instead of his usual water between heat and final. By repeating the same behaviour in subsequent competitions the athlete hopes to achieve similar favourable results.

David Hemery found that he ran his fastest races after eating (initially by accident) a bar of chocolate and drinking Coke an hour before his event. He realised that there was no nutritional evidence to suggest this diet would make him run faster but he found that if he

ate differently he would tend to perform at a lower standard.

Types of ritual vary from event to event. However, ritualistic performances just prior (as opposed to just after) to the run, jump or throw are common. Ritual procedures might involve the way the sprinter enters the blocks at the start; whether he puts his back or front foot in first, whether he flicks his legs before crouching. David Jenkins invariably hitches up his shorts, pushes his hand back through his hair and blows his nose with the back of his hand before getting into his 'on your mark' position.

Hurdlers argue that they often have to start and run over the first barrier just prior to their actual race. One specialist said;

'I know very well I can get to the first barrier Ok. and hurdle it well, but if I don't have that little practice before the starter is ready I believe that I'm going to take every hurdle in the race badly. I've hurdled a thousand or more times in training and racing this year alone but I become really self-conscious and tense if I don't have that run-out over the first hurdle just before a race, after I've done that I know I'm ready'.

Lillian Board used to pat down the sides of her hair as if she was pre-occupied with the looks. The press felt that she was too concerned with her appearance rather than her racing. But her coach (and father) knew that this was a ritual she observed before every run, whether in training or racing. He knew that it was a necessary part of her psychological preparation.

Throwers often have specific amounts of warm-up throws prior to the competition, including a set number of standing throws. At S.E.A.C., Simon Rodhouse and Nick Tabor both go through set routines between every putt. Simon always enters the circle from the same side, walks to the front, looks where he hopes the shot will land - and beyond, where he wills it to go. He juggles the shot in his hand, then walks to the back of the circle to begin his putt. Nick too walks to the front of the circle, with the shot in his left hand, he changes it to his right and extends his shot arm high into the air. He then turns, walks to the back of the circle, places the shot against his neck and begins his

Putt. Both Putters admitted that these routines had become ritualised and they would feel 'uncomfortable' if they did not observe them. They also said that they have used slightly different routines in the past but discarded them after a series of unsuccessful results. The rituals they use now are significant because they are both throwing at high national standard, and to change might be unlucky. (June 1979).
(see footnote)*

Pole Vaulters often observe ritual, especially international Vaulter Alan Williams. At one time Williams was cursed by athletics' officials because he took so long for each individual Vault. He felt he needed three 'run-throughs' before he could 'plant'. There was no technical reason for this but Alan felt the ritual gave him more chance of clearing the height. He had to change this procedure when the International Amateur Athletic Federation (I.A.A.F.) introduced a four minute time limit for each Vault. To compensate Williams found an equally successful ritual whereby he changed his vest at every new height he attempted.

Former High Jump world record holder, Dwight Stones used to count his proposed strides to the bar before every Jump.

Many Long and Triple jumpers step backwards and forwards on the checkmarks several times before commencing their run-up.

All the above examples relate to specific events but many athletes observe rituals on the day of their competition. Probably the most common involves food. If an athlete performs badly he will often change what he eats for breakfast. Some competitors may not eat at all, others such as Hemery may find unusual diets are of ritual significance. One athlete at S.E.A.C. only ever ate honey the morning before competition. After feeling sick and performing badly because of this diet he turned his attention to yoghourt.

Another ritual which relates to all events involves the pinning of numbers. Many athletes like their numbers at certain heights on their vests. Some like the safety pins at the sides, others like them at top and bottom or at all four corners. If a competitor asks a friend to

* Footnote. None of the procedures used by Simon and Nick before each throw are directly related to shot putting technique.

pin on the rear number he generally gives specific directions about how to pin on the card. If this is done wrongly the athlete will often take off the vest and alter the pins himself. If he does not and he runs badly, or Throws or Jumps short distances then he remembers breaking his ritual routine.

Taboo

Taboos are invariably linked to bad performances. For example, some athletes regularly perform badly in mid-week matches. In this way the fairly common Wednesday evening meetings become taboo and are thus refused. A similar attitude sometimes occurs with Sunday matches, although this often relates to a taboo where an athlete feels he cannot perform well on two consecutive days.

For Sprinters, there might be lane taboos; e.g. 'I always run badly in the outside lane'. The Sprinter feels that he is always unlucky in the draw and picks the outside. Once he has picked this lane he 'psychs out' and becomes defeatist. The 'lane' itself has beaten him before he starts.

Some athletes are loath to compete at certain tracks. After successive competitive failures at particular arenas they become scared to compete there, remembering what happened the last time. Fears of this type may be justified by inadequate facilities, such as poor circles or unsafe landing areas. But sometimes athletes have a taboo about high quality tracks.

Certain types of athletic equipment may be taboo. At S.E.A.C. the Shot Putters view with disdain 'The Pudding', a shot which they all feel 'slows' them down. Sometimes they use this implement in training on purpose, to try and conquer the taboo, but none would dare to use it in competition.

One S.E.A.C. Pole Vaulter bought a new glass-fibre, tailor-made pole for £80 but every time he used it in a competition he failed to record a height. As he could not afford to change it and had outgrown his smaller poles he would borrow from his fellow competitors rather

than use his own pole. In this way he managed to improve his personal best by ten centimetres. His vaulting colleagues became loath to lend him their poles, especially as he started to beat them. Because of this Robin was forced to use his own implement he tried hard to conquer the taboo, but the pole 'beat him' and he eventually left the sport completely. He argued that he could not afford to buy another pole which would have been necessary for him to continue his athletic career.

Fetishes

The examples of 'equipment taboo' given above could be called fetishes as well, as relatively ordinary objects are given supernatural power by athletes - power to bring defeat.

Most athletic fetishes relate to good luck- these might include silver chains, badges, rings or other types of jewellery which can be worn without discomfort at all times during competition. Often though, athletes give fetish identity to articles of athletic clothing. Clothing is in contact with their bodies and in this way can have a supernatural effect upon a good performance which the body manages to achieve.

In the Rome Olympics in 1960, Mary Rand made a special point of wearing her lucky spikes, shorts, socks, bra, pants and shirt. She was eliminated in the qualifying round of the long jump despite being favourite to win the event. When she competed in the Tokyo games in 1964 she purposely wore brand new clothing which she had never used in competition before - in this way it had no fetish attachment. She won with a world record distance. Afterwards though her new kit became lucky and always had a special significance and fetish identity.

As favourite for the Olympic Decathlon title in 1976, Bruce Jenner was given countless pairs of shoes for his ten specialist events (by Adidas). Despite the high quality footwear with which he was provided (high jump shoes, javelin boots, hurdling spikes) Jenner always wore an 'old faithful' pair of spikes for the last event, the 1500 Metres. As the 1500 Metres was the deciding final event of the ten, Jenner felt that the luckiness of the spikes was most important here.

It is fairly common for athletes to have lucky spikes, throwing shoes, vests, shorts, pants, socks and sweat tops. Because these are the bare essentials worn in competition it is common to attach fetish identity to them after a good performance. After a bad performance they may be discarded and after a series of poor results they would certainly be changed and not worn again. The athlete sees if there is any luck in a new pair of shorts or socks, or he wears a pair that have given him good results in training.

In 1973 the A.A.A. Marathon was held in September as a trial for the 1974 Commonwealth Games to be held in January in New Zealand. The race was won by a virtual unknown, Ian Thompson in a world class time. He was wearing a pair of red Bukta 'Classic' athletic shorts.

The Trial Race was Thompson's first ever Marathon and the result shocked the athletic world. His performance was felt to be a 'flash in the pan' and it was generally thought that he would fail to repeat it in Christchurch.

In the Commonwealth Marathon, Thompson insisted on wearing the red shorts which he had sported in the Trials. This annoyed the England administrators as the official colours were white with red trim. In fact though they did not realise the fetish significance of Thompson's Bukta shorts. As the international ruling only specified vests as representative of each country Thompson was legally allowed to run in his red shorts, which he dually did. He won in 2 hours 9 minutes, one of the fastest Marathons ever.

September of the same year saw the European Athletics Championships in Rome. Thompson was selected for the Marathon, which was to be his third. Again he wore the red shorts when officially the Great Britain colours were white with red and blue trim. He won again, defeating the cream of the worlds Marathon runners.

The shorts appeared again in the Fukkuoka Marathon in Japan. Thompson won, making his tally four out of four.

Ian's next race was the Olympic trials for Montreal. For some reason he wore a different pair of shorts. The reason for this is not known. Possibly the others were worn, lost or unclean. Possibly he

felt that his success in the past four gruelling races could not be dependent upon a pair of running shoes, and that he should not be reliant on a fetish. He ran disastrously, finished seventh and failed to make the Olympics, for which he was considered favourite.

All types of ritual and fetish associated with athletics are only used as long as they are effective magic. Taboos are avoided until they are 'broken' and are no longer a threat to performance. If an athlete's ritual of; doing 50 press ups before his event fails to work he discards it. Likewise if his 'lucky spikes' bring bad luck he wears a different, or buys a new pair. If he has some good races in his new spikes they, in turn become 'lucky'.

In a sport such as athletics where there are 'situations of chance and uncertainty' magic is certain to appear. This means 'Athletics' supports Malinowski's hypothesis.

Even if a result of a competition is 'certain' - in the eyes of the statisticians - the individual athlete uses fetishes and ritual to try and change that result. He makes himself believe that he can come seventh even if 'on paper' he is destined to finish twelfth or lower.

Athletes, especially non-favourites create an 'atmosphere of uncertainty', hoping that they will be lucky. It is common to hear athletes say;

'getting to the final is most important, once you are there anyone can win'.

To a great extent this is true as the favourites often get beaten in athletics by rivals who had an 'inspired final'.

The Athlete's Body

Pain

Possibly the theme which links best the athlete's mind and body is pain. Every athlete has to condition his mind to overcome the protests

of his body and their greatest incentive must be Mrs. Maxwell Rogers. In 1960 Mrs. Rogers (8st. 111lbs) lifted one end of a 3,600 lb car which, after the collapse of a jack had fallen on top of her son. The type of mental power required to do this is proof enough to any athlete of the incredible source of strength inherent in them. One can surely improve drastically by tapping the subconscious and unleashing strength we do not normally tap, even in a lifetime.

For the trained athlete, pain is the major enemy. Already disciplined to the long training schedules, the curtailment of social life and the separation from other interests, the athlete, even at the peak of his powers still must endure pain beyond his imagination and capacity if he wishes to obtain maximal performance.

The athlete must, in many ways, enjoy the pains of training. He can feel satisfaction by enduring the pain, by trying to conquer it. Herb. Elliot's coach, Percy Cerutty always maintained 'If it hurts, make it hurt more', and the athlete knows that he often has to do this.

Between athletes, nicknames exist for varying states of distress; 'The Burn' for local endurance weight training or circuit work, 'Dead Legged' for speed endurance (and also glycogen debt in marathons) and 'The Rig' (Rigor Mortis) for oxygen debt and lactic acid, (this is also sometimes called 'The Bear' because the athlete feels as if a bear has jumped on his back).

Athletes know which type of session will produce which type of pain. They expect the pain and know when it will begin. This factor is often the challenge, one of the greatest satisfactions for the athlete is to expect the 'rig' three quarters way through a session and then finding that the body can cope despite the pain of oxygen debt.

'I felt strong' has a whole host of meanings in athletics verbiage but more often than not the athlete means he conquered the 'pain barrier'. Naturally, in some sessions the reverse happens. 'The Bear jumps on your back early' - meaning that excessive lactic acid destroys the muscles ability to act efficiently, pain takes over.

Percy Cerutty argues;

'An athlete will know that when there is little pain there has been little true effort; that he is functioning below his total capacity. I hold that it is not normal to dislike pain since all true men realise that nothing worthwhile was ever accomplished without it'. (1964 p. 159).

Most athletes know that the pain and fatigue endured in each session will increase their body's tolerance of extremes and in so doing will make them stronger in will as well as physically. When Bruce Jenner won the Olympic Decathlon in 1976, he knew that no one had worked as hard as he; covered as many miles, ran as many hills, lifted as many weights, worked on as much technique. He grew in confidence looking back on the four years of painful training he had endured since the previous Olympics. If he did not win he knew there was nothing he could have done to change the outcome, he had no weaknesses.

Brian Glanville argues that:

'the pain barrier represents the limits beyond which the athlete thinks he cannot push himself'

and

'a champion is a man who has trained his body and his mind, who has learned to conquer pain and to use it for his own purposes'.
(1969).

Injury

In considering pain, injury is a relevant factor, and yet is a problem to be avoided. Every event knows different types of pain which the athletes adapt to; the glycogen debt of the Marathon runner, the oxygen debt of the Quarter Miler and Short-Middle-Distance runner, the muscle fatigue of the Weight-Training Thrower.

These are characteristics of the event which have to be accepted. In a somewhat similar way types of injury occur which relate specifically to particular disciplines. Unhappily for the athletes involved these too, often have to be accepted as a matter of course.

Perhaps the athlete most often beset by injury is the Triple Jumper. Due to the immense pressure inflicted on the joints during the hop and step phase these athletes are persistently suffering from cartilage problems. This is not to say that the Triple Jumper has a particularly short athletic career. They are in many ways the hardiest of athletes, due to the very nature of their event they have to be. To cope with the occupational hazard of joint injury they utilise severe bounding routines, often in weighted jackets to strengthen their legs and build resistance to the huge per-pound pressure they exert on their joints.

The most efficient method of throwing the javelin is with 'excessive rotation'. This requires the hips to be thrust forward just before the point of delivery. The shoulder and arm carrying the spear are stretched far behind the back so as to obtain more leverage to 'pull' on the implement. The shoulder is the obvious point of injury in this instance but through regular mobility work Javelin Throwers can counteract major problems. It is generally accepted that athletes in the spear have to tolerate some injury, however minor in the elbow or shoulder. The Russians have managed to counter this to a certain extent by perfecting a surgical method whereby they remove an area of bone in the shoulder blade enabling the athlete to achieve maximum rotation for the throwing arm.

A problem far more difficult for the Javelin specialist occurs at the knee. At the final step before release the leading leg must hit the ground heel first in a fully 'locked' position. Very long spikes in the boot enable the foot to remain stationary whilst the weight of the thrower rides over the leading leg. This movement as such is particularly injury free but as the front foot comes down the hips rotate to the front and the javelin arm starts to come forward too. Because the foot is firmly attached to the ground rotation also tends to occur at the knee. As the joint is in a 'locked' position it cannot cope with the stress, which is even more extreme after the javelin has been released as a reverse rotation tends to occur (all forces have an equal and opposite reaction).

Unlike shoulder injuries in spear specialists no amount of work in training can prevent knee injuries in the highly rotational Thrower. To compensate the athlete has to throw with less rotation which results in shorter throws. Hannu Sittonen, the former world record holder managed to avoid excessive aggravation of his already prevalent disabilities by removing several spikes from his 'front' boot. Consequently the foot managed to rotate instead of the knee, but in wet conditions he was in danger of slipping, 'splitting' too far at the point of delivery and so risking groin injury.

A common injury in the Short Sprinter, especially the 100 Metre runner, is the hamstring 'pull'. Sprinters build their quadricep muscles which are necessary for sprint starting and the early 'pickup' phase, to the detriment of their antagonistic hamstrings. That is why it is fairly common to see 100 Metre runners leaping into the air and clutching the back of their legs at a third way through a race. Their weaker hamstrings have to work hard at this stage of a 100 as they straighten up at about 30 Metres from the 'driving phase', stop using their quadriceps as their principal running muscle and start to work the hamstrings much harder.

Short-Sprinters use resistance work and weight training to strengthen their hamstrings but often they do so at the cost of their suppleness. As a muscle becomes stronger so it becomes shorter therefore there is a constant need for stretching and mobility exercises. A 'tight' hamstring can just as easily be injured as a weak one and also can contribute to lower back and sciatic problems.

Shot Putters are regularly plagued with finger, hand and wrist injuries. Like the Triple Jumpers 'knee' and the Javelin Throwers' 'shoulder' these are recognised as occupational hazards. The hand is the last point of contact for the shot and is in the weakest link in a chain of body co-ordination required to putt the shot. After feet, leg, hip, trunk, shoulder and arm movements across the circle the hand finally 'flicks' the shot off on its arc of flight. By its very nature the 16lb ball often puts tremendous pressure on the wrist which is bent backwards by the force of drive in the delivery. Also Putters find that often they throw off 'two fingers' rather than all four. This minor

technique fault, which can happen to any Putter can have dire consequences on the offending digits.

The bane of the Distance Runner is invariably the achilles tendon, inflammation and tendinitis as well as achillobursitis are relatively common among Middle and Long Distance Runners. This problem has been countered in recent years by an advancement in running shoe technology and the introduction of the 'wedge heel'. Nevertheless, excessive milage on hard roads in the winter followed by sudden track speedwork in the spring often causes inflammation. This type of training 'switch' is a characteristic of many Distance Runners and is often why they are the principal sufferers of ankle injury. Many runners are starting to realise that proper 'warm up' routines, where they stretch the achilles sufficiently before vigorous activity will help them to avoid injury. Distance athletes have in the past often limited their 'warm up' to purely jogging.

Dr. Sheehan puts an interesting perspective on athletic injury; viewing it as both athlete and doctor. His attitude is that the medical profession do not know how to cater for a basically fit, strong clientele who consult them about pains caused by excessive activity.

'Medics trained to disease rather than 'overuse' confront these 'self-maximisers' in disbelief and are unable to give any advice except to cease and desist from such foolishness. This is an unsatisfactory prescription for any athlete, but especially disappointing to one passionate enough to devote the amount of time necessary to develop this type of ailment'. (1975 p. 101).

The above statement says a great deal about 'The Athlete's Body' - that basically it is abnormal. In Western society today, the average 'normal' person is fat and indolent and this 'type' is the prime objective of the medical profession.

The result is, as British therapist James Cyriax points out;

'Huge numbers of otherwise healthy people are not relieved, not because nothing can be done but there is no one to apply knowledge already there for the asking'. (Sheehan1975).

Medical knowledge is directed at unhealthy people.

In the eyes of many doctors 'treatment' for injuries caused by physical stress means rest. But for the athlete 'rest' is not a means of treatment at all. This is only provided by surgery, cortisone, anti-inflammatory drugs, ultrasonic, hydrotherapy and physiotherapy. 'Treatment' in the eyes of the athlete means enabling one to return to full training as soon as possible. Sheehan feels that the negative attitude of most physicians could easily be changed.

'Treating athletes is one of the most satisfying things a doctor can do. They will persist in any treatment no matter how painful or difficult and in the end the doctor has the satisfaction of seeing a human being performing at the top of his physical powers'.
(p.87).

Athletes want that mystical balance by which they can do all things. They want that mysterious harmony of body and spirit which they have come to know as fitness.

Injured athletes become desperate when they cannot find a cure. Boredom increases when they find extra time on their hands. Rather than find other hobbies they become depressed and reclusive. Very often athletes will pay for private treatment at clinics rather than wait for an operation on the National Health. For example the removal of scar tissue from an achilles tendon, plus rehabilitation would cost in excess of £250.

The injured athlete feels he is in a constant battle with time, every session he misses is shortening his athletic life, no treatment is ever quick enough. He worries that his body is weakening and inevitably believes that his career is finished.

There exists with athletes a type of necessary pre-occupation with the body as a piece of physical equipment. Every athlete has an important regard for bodily perception, admittedly Throwers, Jumpers and Runners view their bodies slightly differently but there are certain similarities in attitude towards the physical being.

The body is basically a machine, but one whose performance and efficiency is conditioned by certain factors which generally every

athlete has in common, work 'put in' relates to work taken out, the muscles, heart and lungs all require work if the athlete wants to utilise his body to the full. To cope with this work load the athletes body requires extra energy and here nutrition and diet play an important part.

The theme of 'abnormality' stressed so far in this section again applies when considering the athletes food consumption. Most athletes require three to four thousand calories per day just to maintain normal bodyweight and provide energy for training. Then in addition to this, two thousand to three thousand (depending on the manual nature of their job) for everyday activity. This is not just for the Thrower who wants a weight advantage but for the nine stone Distance Runner as well. In fact the above calories would be insufficient for many Throwers who are generally striving to put on weight.

The athlete's perception of his body obviously differs from event to event. Although the Marathon Runner has to eat sufficient amounts he worries intensely about putting weight on. His frame needs to be as light as possible. In this way it is possible to see both the Thrower and the Distance Runner intimately concerned with their diet. The Thrower needs a high protein diet to increase bulk but at the same time needs to keep his cholesterol level down, this is difficult as some of his principal proteins are high in cholesterol: milk, eggs and cheese. Before a big race the Marathon Runner works on the glycogen 'bleed out diet'. He burns all glycogen out of his system in the early part of the week and eats pure protein for three days. Then on the last two days before his Marathon he eats excessive amounts of fats and carbohydrates which leads to an above average deposit of glycogen in the muscles. This means he can avoid the glycogen debt that occurs between 22 and 26 miles in a Marathon.

Therefore, both types of athlete worry a great deal about their bodies and the importance of diet and yet the athletes are of totally different physical makeups. To the Marathon man the Shot Putter or Hammer Thrower seems 'fat and unfit'. To the Thrower the Runner appears 'skinny and weak'. In fact both have bodies applicable to their event, neither could swap discipline.

Despite the very different physical types in athletics, certain

common themes occur that characterise the perception of the body in every event. The body must be: free from injury, technically efficient and muscularly relaxed. Admittedly the body must be fit and strong, but 'fitness and strength' mean different things in different events. The three aforementioned characteristics typify all events.

Athletes are for ever trying to improve the natural inefficiency of the body they start of with. They 'pump' weights to make it bigger and stronger. They work on mobility to make it more supple. They employ 'technique' to increase its efficiency and range of movement. They push the body to its limits of endurance, and even beyond, sometimes making themselves sick as a result of oxygen debt and lactic acid 'build up' - all to increase the body's tolerance of pain. Hopefully after the agonies of training the mind's will to win in competition will not be defeated by the inadequacies of the body.

The athlete's wish to change his body, to improve it more and more is naturally a hopeless battle. Sooner or later in the hierarchy of athletics competition it will fail him. The only people it has not are the present Olympic champions.

The failure of the athlete's body to reach its full potential (as his mind believes) is tinged with frustration. Hence the abuse of drugs. Through pharmaceutical assistance the athlete can advance the efficiency of his body still further. Hence the temptation for those people whose natural bodily resources of strength, endurance and speed have reached an upper limit. Stimulants ('uppers') depressants ('downers') and steroids ('the bomb', 'sweeties', and 'the pill') can change the body's chemistry and help the athlete to push beyond his natural levels of performance.

In the perception of the body, drugs play an important part. They are a temptation. Athletes consider the moral overtones of taking them, the risk of testing and being caught, but most often and most importantly, they worry about their side effects. In the short term they might improve their performance but in the long term they might be damaging their bodies, the bodies that have been nurtured, built and carefully protected, often through years of training.

In this way, drug abuse, although used initially to help the body, in the long term can ruin much of the previous preparation and training which has occurred under natural conditions.

Because the athlete fears for his body by taking steroids, natural testosterone, valium, amphetamines, etc. he counteracts this by taking all sorts of natural vitamins and minerals which he feels might aid performance. Many pills taken by athletes are based on changing room gossip/pseudo medical advice/personal experience/fact, plus an athletes interpretation of 'what I think is best for me'. This last reason is often important because psychological factors can outweigh the logic of nutrition. If, for example an athlete believes that taking a glass of glucose and water before a Marathon improves his running then it is unwise to destroy this faith (provided that the practice is not harmful). Athletes are human and the strongest-willed of them requires a prop of some kind. Be it a lucky talisman or an extra dose of vitamin E.

Here are some further examples of the role of natural food supplements in the athletes perception of his body:

The vitamin B complex as a whole: thiamin (B1), riboflavin and niacin are all concerned with the release of energy from carbohydrates and are hence of great importance to most events. The best source of these vitamins occurs in brewers yeast. Many athletes, however, tend to 'shovel these pills down' irregularly and consequently lose their effect on carbohydrate utilisation. They simply lose the highly soluble yeast in urine. If the pills were taken very regularly throughout the day in specific dosages they would probably be more effective.

Certain medical evidence suggests that alfalfa taken in a 6-4 ratio with kelp three times per day changes the body's nitrogen level and enables a higher percentage of gram protein utilisation for food eaten. This is an anabolic effect. Once athletes heard the term 'anabolic effect' they began to buy kelp and alfalfa in great quantities thinking that by natural methods (instead of hormone based compounds) they could produce some of the favourable effects created by steroids.

In fact, it appears that kelp and alfalfa create merely one of the effects initiated by steroids and the actual effect of these supplements on strength gain is negligible.

What the above examples hopefully show is that athletes will try 'anything' if they believe it will make them run faster, or jump and throw better - as long as it does not damage them medically. Athletes

invariably 'lap up' second and third hand information which has been twisted and misconstrued. It might have a medical, physiological or nutritional basis but many myths occur over food and vitamins in the athletic world.

The Body as a Form of Expression

Before the 1978 Commonwealth Games the Radio Times published an article on three of the English team's Black athletes:

Sharon Colyear,
Tessa Sanderson,
Sonia Lannaman.

The journalist, James Fox, tries to explain his dilemma when first talking to the girls. He uses words such as 'monosyllabic' and 'unloquacious' in describing them and says:

'It is almost an impossible task talking to these athletes, at first about anything'.

It is only after he has watched them train and race that he begins to understand them.

'There is a dazzling transformation on the track when they turn into forms of running perfection (see footnote)*. Running and hurdling at maximum speed, close to world records they become aggressive racing machines. But they run with a smoothness that is supremely elegant and incredible to watch. You get a hint of something else about their personalities that is worth pursuing'.

What Fox failed to understand at first is that the body is the athlete's main method of expression. Whether it is Tessa throwing the javelin or Sonia or Sharon running through a tape. As a journalist he find verbal communication easy. Athletes invariably do not.

*Footnote Although ranked number two in the world at Javelin, Tessa is still a top class Hurdler and therefore Fox is justified in talking about all three girls 'running' as she would certainly include this in her training routines.

Steve Ovett is disliked by the press; they have labelled him as 'arrogant' 'selfish' and 'big-headed'. He now operates a policy of not talking to any of the media which annoys them even more.

'What I won't stand for is people who don't really want to know what I say, who then go off and write something completely different - 'having talked to Steve Ovett' (1979 p.22).

In other words Ovett is opposed to the way the press interview; on their terms with their values and attitudes. He feels that as non-athletes they cannot assess him and his performances in the technical way they try to.

Now Ovett claims to 'let my feet do the talking for me' and like Sonia, Tessa and Sharon, like all athletes, he is letting his body express himself. In this way he will never be misunderstood if he does not communicate with journalistic eloquence.

In 'The Olympian' Brian Glanville (now a sports journalist) manages, similarly to James Fox to understand the athletical body as a medium of expression. He realises that often athletes find it difficult to be verbally articulate; 'but of course they are articulate in a physical sense, they express themselves with their bodies, running, jumping and throwing, often quite beautifully and the rest is marginalia, like a physicist running for a bus'. (1969 p.69).

Mary Douglas argues that:

'the social body constrains the way the physical body is perceived' and that

'the body itself is a highly restricted medium of expression. The forms it adopts in movement and repose express social pressures in manifold ways. The care that is given to it in grooming, feeding and therapy, the theories about what it needs in the way of sleep and exercise, about the stages it should go through, the pains it can stand, its span of life, all the cultural categories in which it is perceived must correlate closely with the categories in which society is seen in so far as these also draw upon the same culturally processed idea of the body'. (1970).

Mary Douglas fails to include 'the athlete' in her theory. The athlete rejects the physical restrictions of society and 'the pains it (the body) can stand'. The athlete is the person who can break the norms

that society seeks to put on the body - he destroys limitations. The three Black women athletes serve as good examples to counter Douglas's theory. They have used the body as a form of expression. Yet, although they are women they have not had to do this in a sexual way. In effect they have countered the pressures of a sexist society by being able to use their bodies not as sexual objects. Their bodies are indeed stronger, fitter and faster than most men.

Mary Douglas argues that society constrains the use of the body as a medium of expression. Sonia, Tessa and Sharon have proved that their bodies are not subject to society's restrictions and have helped them to overcome some of the racist and sexist barriers which occur in English society.

They have not had to revert to a physical activity particularly allied to being Black. Mary Douglas argues that Pentacostal churches where body disassociation occurs usually cater for Blacks who suffer from social and cultural restrictions. The Black athlete though is competing in a sport that for many years expressed the supremacy of the ancient (White) world, characterised by the Greeks and the Golden Mean. White society set the standard by which it could express its physical - and so social superiority - but since the Greeks the Black athletes have shown in many Olympic events, under conditions of 'egalitarian utopia' (Ashworth), that they have the superior physical being despite white society retaining its social control. The expression of dominance shown through the body of the Black athlete contradicts Douglas's idea that bodily restriction relates to social constraint. (see footnote)*

The next section considers the seasonal cycle of the individual and yet it is still relevant to 'The Athlete's Body':

*Footnote One point derived from Mary Douglas is that competition occurs in our society in proliferating specialities. Our society is basically competitive, whether it is at work where 'reps.' might compete at selling the most goods or in a sport such as Athletics. Alternatively, competition can occur in politics, in acting or in the Arts. As previously mentioned, we tend to have a proliferation of competitive specialities. The fact that this proliferation spreads into Athletics may be seen as an aspect of a wider phenomenon. Black women athletes such as Sonia, Tessa and Sharon are thus demonstrating that despite their doubly suppressed status that they too can succeed in a society that respects achievement in any of its spheres of competition. Dr. Howard Mickel (1973 p.11) argues 'the athletic competitor is concerned with winning, rank, records, fame, awards, all types of recognition for accomplishments within the competitive social system. The above characteristics contribute in part to the success that is accorded Sonia, Tessa and Sharon.'

Ideally every athlete would like to be able to compete close to his maximal performance every week. Unfortunately, this is very difficult and a graph drawn of the athlete's results in successive weekly meetings would inevitably be full of peaks and troughs.

Realising that he cannot compete at his optimum in every competition, the athlete and the coach try to manipulate 'peaks'. They try to progressively structure training programmes to prepare for major competitions in the athlete's calendar. Such features as 'the body clock' and 'biorhythms' can still destroy a preparation and so effect a planned peak. Therefore, the athlete has to mentally gear himself towards his end as well as physically. In this way the brain as well as the body can greatly effect the seasonal cycle and its peaks and troughs.

The Seasonal Cycle of the Individual

The Athlete's Year

It is sometimes thought in Britain that individual athletes have their training throughout the winter and immediately before competition carefully cycled and prepared so that they can peak for particular meetings and be at the apex of their ability.

In fact this is not totally true; it is rather the explanation of an ideal situation with a 'perfect coach' and 'perfect athletes', as is perhaps our Western interpretation of the Eastern Bloc system of training periodisation.

Although there is knowledge of the 'Matveyev Periodisation' in this country few people have made it work profitably as our performances in the Olympics show. British athletes tend to 'set the world alight' at smaller less significant competitions just before or just after the major ones such as the Olympics.

Despite Matveyev's ideas being principally scientific it could be argued that they are relatively unsuccessful in this country due to

organisational factors. To consider this proposition comparison will be made of the Russian system of periodisation for competition and our 'own'.

In simplistic terms Matveyev divides the year into five phases; the first is from the beginning of October to the end of December; where the athlete is involved in basic conditioning of the body. From January to March the intensity of the workload is increased greatly in preparation for the start of the competitive season (this is Phase 2). The third phase is competition and lasts from April to the end of June. Here the athlete reaches his first peak. Training is intensive but specific to competition - sometimes called 'high quality'. During July (Phase 4) the athlete trains in the style of Phase 1. This means he is still active but rests from the stress of competition both physically and mentally. This rest enables him to collect his resources together for an even bigger peak in August and September. This fifth phase is the period of the summer which caters for major international championships e.g. the Olympics, European Games and European and World Cups.

In Britain and indeed at S.E.A.C. athletes interpret Matveyev's system as above but increasingly fail to make it successful. Our system here is not geared to the same competitive phases as the Eastern Europeans. Quite often an athlete will find he has to qualify for the Olympic team during July, his recovery period - Phase 4. As a result he changes his Phase 3 competitive period and finds he cannot get enough major competition to reach his first peak because it is too early in the season. Of course, unlike the Eastern Bloc there is no team of technical staff: doctors, scientists, and physiologists to advise on his individual requirements.

The problems cited are for those athletes and coaches who have some comprehension of Matveyev's system. Others it seems have only a slight inkling of the Russian's detailed research. They hear second hand theories from other athletes and make their own interpretations. At one time in the summer of '78 I found a young Sprinter doing an excessive amount of hill runs on a Thursday night before a major competition when

he should have been involved in relaxed easy running. When questioned on his folly he argued that 'this' was what the East Germans did'.

In this country, club coaches generally prepare their athletes for competition in two ways: with winter training and with summer training. By starting with this basic system, modifications can be made as they go along. For example, if spring is warm the athlete can 'sharpen up' more easily. The transition from winter to summer work is quicker because the body responds to warm weather. As a result the athlete might reach a peak in May or June. Alternatively, if spring is cold and wet the athletes training is going to remain geared to winter style workouts. It might be early May before he can sprint flat out, jump off a full run up or vault into a dry bed. Consequently early season results will be poor and it might be July before he reaches a peak.

In Britain lack of massive indoor facilities such as in the G.D.R. and Russia mean that the athlete's 'peak' is always going to be effected by the climate. Synthetic tracks have improved this situation but they are only the first step.

Coaches and athletes have adapted themselves fairly well: for the early 'peaker' there is also an early trough. As a result, the coach tries not to 'push' his athlete during this period or involve him in excessive competition where he is not in a good mental or physical state to compete. If he can get some sort of rest as in Matveyev's Phase 4, the athlete might be able to climb to another peak before the end of the season. This cannot be taken for granted as with the Russian periodisation because the trough introduced by Matveyev is purely artificial. The Eastern European athlete knows that he will rise out of this trough, to him it is an intermediary phase which helps him to emerge in August, hungry for success. Yet in Britain the athlete who 'peaked' in May might well believe that he can never ascend from the depths of his trough in July. To him it is no intermediary phase. He is not conditioned mentally or physically to believe that he can reach another peak.

For the 'late-peaker' it is in the interests of both coach and

athlete to ensure that he can maintain his high level of performance at least until early September. If 'it took till July to get this far, there is no excuse for losing this peak before the end of the season'. For him the worst is over and this must be his incentive until the end of the competitive season. He is in a much better position than the 'early-peaker' for whom the problems of mid and late season might cause great distress and even total 'drop out'.

This analysis of 'The Athlete's Year' hopefully shows how every athlete varies from a system - in this case a system of training. It would be interesting to see some of the problems the Eastern Europeans have with individual athletes within their 'perfect overall system' because there can be little doubt that they exist.

Career Crisis and the Individual

'Seasonal Cycle' means - every year throughout an athlete's career. It poses a recurrent problem which can lead to crises of fitness in one year that are avoided successfully in the next. The constants of 'time' in relation to the body has relevance at this annual level, but also at a longer term level in relation to the progress of the athlete's total career.

The career relates to the body and mind of the athlete. One's athletic life can be terminated by a decline in physical prowess with age; or alternatively a mental opposition to the demands of training, i.e. 'I'm just not prepared to put the work in any more'.

Age effects the view of the self as an athlete. 'Age' does not necessarily mean the onset of athletic decline. As the athlete gets older, pressures outside of athletics might increase. Instead of thinking of himself primarily as 'an athlete' the individual might want to gear his responsibilities towards being a salesman, a father and husband or a D.I.Y. expert in the home. Because of this, athletics might take a less important place in the individual's life until it is lost altogether and the athletic career has finished.

From an athletical viewpoint, the individual's 'other responsibilities' are career crises, perhaps not as obvious as age-decline or injury, but nevertheless the individual invariably makes the athletics a less important priority in his life. From being first and foremost 'an athlete', athletics becomes merely 'a summer sport'. After this, the individual decides not to compete any more but 'train to keep fit'. Eventually even this is stopped and there is 'total drop out' from the sport.

Many examples of individual career crises occur at S.E.A.C.; some are considered below and others in an Appendix on the subject.

The time factor in athletics can be characterised by a theme of constant 'drop out' at all levels and all ages. However, some individuals always survive. Elderly officials occur who have devoted their whole lives to athletics. Reg Gosney, who competed for Southampton extensively between the wars was still an active international Middle-Distance Runner at 40. Now he is still involved in competition in his 70's but as an A.A.A. Grade 1 timekeeper. This unpaid job requires much travelling to major meetings, often Saturday and Sunday all through the year. In effect Reg's athletics still demands much of his time.

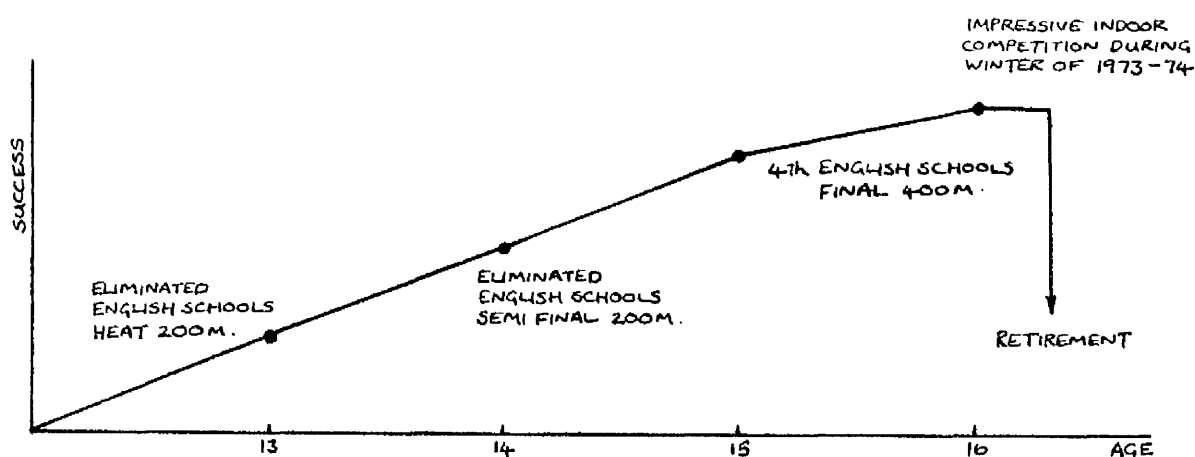
Reg is still an exception to the 'drop out' rule in athletics. For most individuals, crisis points occur in their lives with fair regularity. Crisis might be with age, and a decline in ability, with injury, disillusionment, lack of success, time demands for other priorities, family and domestic troubles.

Probably the highest 'drop out' rate in athletics occurs with the youngest athletics (11-16). Often initially the keenest, a large proportion of these youngsters leave their clubs after a season. Brian Mitchell (1977) feels that the structure of the Athletic Club itself sometimes causes this drop out. He argues that there should be a more obvious atmosphere of career progression (my emphasis) within the Club environment; 'by having the kind of Senior Club which, in fact other sports already have. We could give athletics a genuine visible lead and create more ambition in young athletes just as ambition is

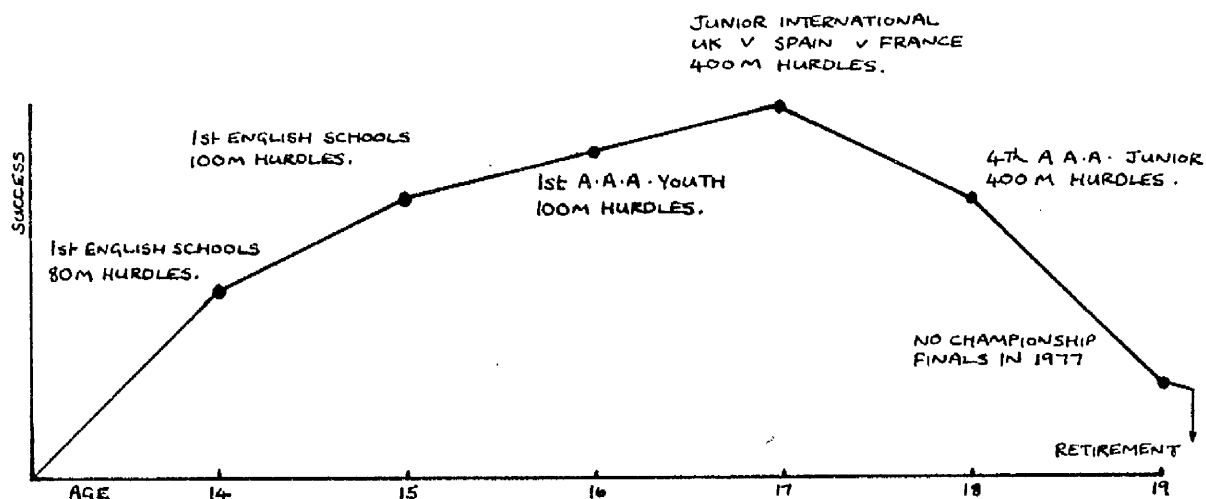
created in young footballers or cricketers, who know that they can move on from Junior sides to Senior and, if the seed is in them, to the top' (p.15).

The following are examples of career crisis and how people have survived or failed to survive them. Each individual career is characterised by a graph of 'age' against 'success' in athletics (this does not necessarily mean 'as an athlete'). No numeration is given to success as the graphs are only a rough guide of 'increase' and 'decrease'.

1) Diane Boxall



Diane was a successful Sprinter from 12-13 years of age. She continued to improve at 100 and 200 metres, but at 15 she started to show her class at 400 metres. By the end of the season (1973) she had come close to reaching Junior International standard. She increased her workload during the winter of 1973-74 in order to ensure her success the following summer. But the winter was long and Di began to miss sessions more and more often. The demands of training started to effect 'her social life' instead of the opposite situation. She was interested in boys and the boys who were interested in her were not involved in athletics. As a result she left the sport before she could realise her full potential - which would undoubtedly have emerged in the summer of 1974.



Like Diane, John had success at an early age, but to an even greater degree: English Schools champion at 14, 15 and 16, A.A.A. Youth champion in the 100 Metre Hurdles in 1974. It was at this time, at 16 he faced his first career crisis. John was keen to start an apprenticeship as a toolmaker but his father and Mike Smith, his coach, felt that the manual work involved would leave him too tired to train in the evenings. Longman was persuaded to stay on at school and managed to increase his training for 1975.

The prospect of next summer was John's second career crisis (at 17 years of age). At Youth level (15 and 16) the Hurdle race covers 100 Metres with each of the ten barriers measuring three feet in height. John was now in the Junior Men age group where the Hurdles races are 110 Metres and the barriers 3 feet 3 inches.

Longman's Hurdling technique was excellent but his shortness of stature meant that although he could negotiate each hurdle cleanly, he had a struggle to fit in three strides between each barrier for the total

110 Metres. A further problem occurred in so far as most 110 Metre Hurdle races John would run in would not be at Junior level, but Senior (except for the A.A.A. Junior and Southern Counties Junior) and the Senior height for the 110 Hurdles was 3 feet 6 inches.

Both Mike and John came to realise during the winter of 1975 that he was not going to be a High Hurdler. So at 17 the athlete faced another crisis point in his career - and yet it was one he managed to counter.

Mike started to increase John's training with endurance work and speed stamina geared to 400 Metres. He coped well and became very strong, whilst still retaining his technical expertise over the low Hurdles. The solution to his problem became obvious, as the barriers in the 400 Metre Hurdles were only three feet, here lay Longman's new event.

During 1975 John received Junior International honours at 400 Metre Hurdles. This in itself was quite an achievement considering he was only in his first year of this age grouping and at his first year in the event.

1976 was to provide the third crisis in his athletic career: He failed to improve. Throughout his past years as an athlete, from the age of 13, John had won constantly. He was always one of the best Hurdlers for his age in the country, whether it was at 80, 100 or 400 Metre Hurdles. His athletics was geared to success, he was a 'winner' who had known very few disappointments.

In his second Junior year the S.E.A.C. Hurdler maintained a level of performance similar to that of 1975, but this was not good enough; because 'the others' improved. John began to be beaten by athletes younger than himself and failed to retain his place in the G.B. Junior team.

By 1977 no age group competition existed for Longman. He was a Senior now and to be 'the best' at this level was going to be hard, even for someone with his high competitive ability. His coach and family still had faith in him but John was at the stage where their inspiration had lost some of its 'old magic'.

Longman had also finished at college and started work. This external

career was to have far reaching effects on his athletics. The summer of 1977 was a wretched season for John Longman. His Hurdling technique, so splendid in the past, started to develop major faults; he put on weight and lacked aggression and motivation. Although he still trained regularly he had lost the mental attitude which in his younger days separated him from the rest. As a result his 400 Metre Hurdle time slowed by two seconds.

This accumulation of problems caused John to seek refuge in a team sport, football. He trained for athletics less and less until he stopped coming altogether.

Mike Smith's analysis of his protege's retirement has some sociological relevance here:

Mike felt that John was merely 'going through a bad patch' in his athletics and he would eventually overcome this. But because he was so highly tuned to success he could not really accept a little failure - because he had never known it before. The problems of settling down at work obviously changed Longman's life-style somewhat. He had more money now, the cheap social life of training could be changed for the more expensive social atmosphere of pubs and discos. Mike felt that 'John 'got in' with a group of lads at work who he went around with'. They could not understand why he spent all his spare time training, especially after he had been working all day.

In effect his social network changed. Originally John's life revolved around athletics; his friends tended to be people he trained with because he did not have the time to mix with others. He would take out girls who were athletes, who had the same commitment to training as himself. Once he started work he socialised with his work-mates and picked up girls outside of athletics. His mates, his women and his football demanded more of his athletic time. His decline in ability meant that he was more easily diverted from training. He did not really want to train if it meant he had to compete at a lower level than he had been used to in the past.

Age and Ability

One of the most interesting themes on the subject of career relates to age and the 'Veteran Boom'. Veteran athletics (over 35 for women and 40 for men) has become an important type of competition. In Britain there are Vets. Clubs, Vets. Area Associations and Area and National Championships.

Compared with the U.S.A. we are still developing in this field, although our distance runners tend to dominate the World Masters Championships (Veteran Olympics).

Veteran competition has classes divided by 5 year increments, hence Group 1A is 40-45, 1B, 45-50, 2A, 50-55 etc.

The age divisions keep competitors fairly evenly matched; e.g. an athlete of 40 would certainly be superior to one of 60 as the decline in ability cannot be totally offset. George Sheehan argues:

'together they make age 55 as exciting as 21. They make every competition important and therefore stimulating'. (1975 p.163).

In the U.S.A. age-rated performances exist as well as age-groups. For a minimal fee the Vet. can obtain computer printouts of age rated performances for every event. With this point scoring the athlete can compare his results not only with his own achievements from year to year but with world class (1000 points), national championship (900) or high school dual meet (600-700) performances.

Sheehan describes a mile race where he took second place in a Veteran competition:

'I just outclassed the other two in 5.19 (840 points) and afterwards received my plaque from Ben Jipcho (a 1100 point miler). Now you can say what you will but there are not too many ways a 55 year old can equal taking second place running the equivalent of 4.17 mile and getting his prize from one of the worlds best Milers, especially when Ben Jipcho says 'Fantastic' in handing it to you'. (p.166).

What Veteran athletics has effectively done is to avoid career crisis for many individual athletes. The ageing process is no longer a problem (except perhaps from 30-40 years (see footnote) *) because the athlete does not have to be concerned with past performances. This is exactly the same situation for athletes in their prime; present ability is the most important factor.

Sheehan says:

'Because he refuses to look back the Veteran athlete remains ageless. That is his secret, that and the fact that his pursuit of athletics is in obedience to, in Ellen Glasgow's phrase, 'a permanent and self-renewing inner compulsion' (p.165).

Applied physiology is, at a point where very sophisticated measurements of bodily function can be made quite accurately. With such methods it should be possible to predict at what age we peak and how fast we age. Unfortunately, it is not easy to obtain these answers. Physiologists can measure decreases in vital capacity, kidney function, near vision, basal metabolism, sense of taste, cardiac output and more. But they are not at all sure what these changes mean when it comes to the overall performance of the human body. The question remains as to what the ordinary person can do in a real life situation when he puts his mind and body into it (e.g. Mrs. Maxwell Rogers).

The supreme example of the athlete fighting career crisis must be Al Oerter who won the discus in the 1956 Olympics at the age of 20. In 1960 he retained his title. In 1964 he made a bid for his third gold medal despite wearing a neck brace for his slipped disc and an ice pack for his bruised rib cage. It seemed though that his injured body was willed to great things and he won with his third consecutive Olympic record.

* Footnote From 30 to 40 the ageing athlete is caught in a time limbo. He is too young for Veteran competition and often too old for non-age-group athletics, but still has to compete with younger athletes if he wants to remain in the sport. Generally athletes will 'drop out' during this period of their lives and return to the sport at Veteran level - if they do return. However, some athletes carry on competing and never leave the sport they love, Throwers and Distance Runners especially.

It was generally felt that after successive injuries Oerter would retire and devote his time to his family of four and his demanding job as a computer systems analyst. When he made the U.S.A. Olympic team for the 1968 Games at the age of 32 he was considered by the rest of the athletic world to be 'over the hill'. Almost unbelievably he won his fourth title. Then to the relief of his discus rivals he finally retired.

By his 40th birthday Oerter was attracted to Veteran athletics and came out of retirement. As his enthusiasm and motivation was re-kindled he started to train harder until in April 1979 aged 42, he threw the Discus 67 Metres, over two Metres further than his personal best, recorded when winning the 1968 Olympics 11 years before (64.78 Metres), when, even then he was supposedly beyond his peak. The throw itself is one of the furthest distances recorded in the world this year and must certainly make Oerter one of the favourites for the 1980 gold.

'In most peoples minds' said Al last year, 'I should be resting, enjoying life. But this is an interesting challenge, to see how far I can push myself'.

This example proves that in the individual athlete's career that 'crises' (see footnote 1)* such as; age, injury, external career and home and family can all be overcome - as Sheehan says:

'What is thrilling is the evidence of the enormous power of the common man and particularly the ageing common man'. (1975 p.165).

The life of the athlete is characterised quite simply by will power and although Al Oerter has grown older he has refused to believe that his ability to throw the Discus has declined with age. His career has been marked by supreme confidence in his own ability, and has enabled him to become what he is capable of becoming - thus attaining Maslow's fourth level of self-actualisation.

* Footnote 1 For a fuller explanation of the term 'crisis' in the life of the individual athlete, reference can be given to the examples covered in the appendix devoted to the subject.

Footnote 2 Oerter is an exception to most Veterans. Usually by the time an athlete reaches his 40th birthday he has declined significantly in ability. His 'age bests' are respected in athletic circles but they are viewed as inferior to non-age group competition. Vets. are allowed to compete against younger rivals on equal terms but often have little success here (although there are individual exceptions, especially in Throwing and Cross-Country). For an athlete over 40 who requires success and evenly matched competition, Veteran athletics provides better facilities.

Physiological evidence provided by Drs. Pollock and Miller (1973) supports the view that veterans have a reduced social status in the athletic world outside of their own sphere. From their tests Pollock and Miller found; 'it is evident that the Masters athletes possess extraordinary physiological capabilities for their age'. However, their results prove that a decline in performance with age cannot be avoided. Body fat increases as does blood pressure and resting heart rate. Maximum Oxygen Intake (ml/kg) decreases. Pollock and Miller discovered some remarkably fit individuals in their tests. One 61 year old Distance Runner had a very high Max. Ox. Intake; 61 millilitres per Kg. per minute. It is significant though that successful Distance Runners of 20-30 years would have an Intake of over 70. 'Although Masters champions (e.g. area, national, international - MJ) possess extremely good physical fitness characteristics, they are significantly lower than younger champions'.

The Vet., with the possible exceptions of Oerter, Danek and some others, cannot hope to achieve the standards of the top younger men.

Many Veteran performances are praiseworthy and often astonishing when one realises the age of the athlete. But the older athlete certainly fails to achieve the glamour of his younger counterpart. In this way Veteran athletics has less status and the Vet. must be content with personal satisfaction in competition against his peers and his physical superiority over the (often much younger) sedentary population.

It can be concluded therefore, that by his 40th birthday the athlete has undergone a career crisis, a decline in standard, specifically related to ageing and the title 'Veteran' merely heightens this fall in status.

SECTION (B)

THE COACH AND HIS SQUAD

1. Identity

The first part of this section is descriptive. It considers in general terms what a coach and squad are in athletics. Later effort will be made to put these two phenomena into a more sociological framework. The coach will be analysed as a 'leader' while the squad will be compared with factions, networks and other non-group characteristics.

In Club athletics the most common form of training is carried out in the 'squad system'. Athletes are collected together for training and are sub-groups, usually within the total group, the Club, which is the only corporate entity involved. These squads are generally organised by 'the coach'.

The coach is in every sense of the word a 'leader', the squad is characterised by his name and the athletes are recognised as 'his'.

Although in most cases the makeup of a squad is confined to particular athletic events, this is not always general; a Sprint squad might include Hurdlers and a Jumps squad both Long and Triple jumpers.

A squad is not necessarily typified by age or sex; nearly all squads are mixed (although women do not contest Hammer, Pole Vault or Triple Jump). Also someone of twenty-eight can be of similar athletic ability to someone of sixteen, hence making ideally compatible training partners. No real ranking exists except when the coach appoints a deputy leader. Specialisation for competition-type training often requires division of the squad into separate training units. The coach cannot possibly supervise all of these units and so might leave certain responsibilities with an older athlete who would assume an informal 'deputy' role.

The sizes of these sub-groups vary. Ideally a coach can work well with 6-10 athletes. But in a Club situation his help would certainly be needed on a larger scale which might make his coaching skills less effective. The 'ideal situation' of membership is difficult for the coach to achieve unless he puts strict boundaries on squad affiliation. This occasionally occurs with coaches who are not attached to a particular Club and are consequently not 'expected' to help on a wider scale.

Before studying the coach in more detail here are some examples of two famous coaches and their favourite types of squad system. Fred Housden who coached David Hemery, looked upon coaching as his hobby. He worked with small groups of athletes of very mixed abilities. This ability range was his choice as he considered this to be the best way of collecting and studying information invaluable to other athletes. Harry Wilson, who coaches Steve Ovett, recommends that a 'coach doesn't restrict himself to just one athlete but tries to work with a group of them. If you work with just one person then there is a danger that both the coach and the athlete can let the relationship get out of proportion and the athlete's progress can easily become an obsession. However, a coach can only handle a fairly small number of athletes properly and he must resist the temptation to work with too large a squad'. (1975 p.8).

Wilson also goes on to say;

'It is useful also to work with athletes of different ages so that you are constantly dealing with problems of developing athletes as well as those more mature athletes. But it is vital that you have the time to devote to a group of varying abilities, for if an athlete finds that a coach is unable to give him sufficient attention, he is likely to go elsewhere for assistance'.

There follows below an assessment of coaching from a coaches sense. It is composed of some perceptive analyses which although not specifically sociological in their outlook do have relevant bearing on this study. The section to follow this (No.2 Authority) will try to put coaching into a more recognisable sociological context.

Thousands of works have been written dealing with training methods and describing great athletes and their performances, but relatively little has been said about the role of the coach. Franz Stamfl summed up the coach as being 'a guide, philosopher and friend'. Percy Cerutti described himself as being 'a moulder of men'. One athlete referred to his coach as 'my third leg'. Yet, on the other hand, a British record-holder described all coaches as parasites. So what is the place of the coach and what are the qualities he needs?

To formulate some characteristics of coaching; below is a collection

of ideas from several world famous coaches which hint at the extent of his social role.

Former National Coach, Tom McNab states;

'The first aim of coaching is to improve an athlete's performance to a degree which would have been impossible for the athlete to have achieved by his own efforts'.

In assessing coaching methods McNab feels that the coach has to be particularly selfless;

'Whatever the returns in prestige or finance the coach is primarily a 'giver' '. (1977 p.11).

This is a theme which is echoed in many coaching circles. In his autobiography 'Another Hurdle' David Hemery recalls the dedication of his American coach Billy Smith during a session in a December blizzard in Boston, Conn.

'Bundled up against the elements, I went out to do a series of half-miles on the boards. Coach Smith stood with his back to the wind, his feet entrenched in the snow, while I strode round and round the track. I at least was running and, in spite of my damp and freezing feet, was keeping warm. How Billy just stood there, I still have no idea. My respect for him, already high, increased tremendously and I hoped that my efforts under such atrocious conditions would help to increase his respect for me'. (1976 pp.23-24).

Jim Bush resident track coach at U.C.L.A. feels;

'My coaching method has always been to work my ideas around the athlete, not try to fit him into my own personal theories. You have to tailor things to each individual's style and not try to force him to change drastically just to suit an idea or theory of your own'. (Sept. 27th 1975 p.28).

George Pallett argues;

'Knowledge (and one never has enough and is constantly seeking) patience, self denial, continued self-restraint, subtlety, confidence (in oneself and in one's athlete) knowledge of one's own limitations; this is the armour of the coach - and at times is heavy armour to wear, for the athlete demands, demands, demands'.
(Dec. 20th 1975 p.13).

But just as the athlete 'takes' from the coach, the coach can learn from his athletes. Harry Wilson enlarges upon this idea:-

'We start off with a basic knowledge of the physiological, mechanical and mental requirements of running events and although we learn from reading, talking to other coaches and observing runners and races, our greatest knowledge is gained from the athletes we coach. You can have all the theoretical knowledge in the world but to be a coach you have to work with athletes. There is no way of by-passing the school of experience and the only way of finding out whether or not your ideas work is to have runners try them out'.

(Dec. 20th 1975 p.8).

The fact is that coaching is a dyadic relationship. Inter-action must move in two directions in order to work an efficient system. The coach is dependent upon constant communication with his athletes. It is inter-action which (in Homans view of small group leaders) allows the coach to exercise authority and so gives him high rank. In this way the athlete's part in the coaching relationship is crucial. But as McNab explains:

'The danger is by being a 'giver' the coach may condition his athletes to the idea that they are doing him a favour simply by attending sessions. From the outset he should make his position clear. He provides a service to the athlete not they to him. From this must spring certain responsibilities of the athlete to the coach. These relate to such matters as punctuality, training and competitive commitment and general standards of conduct'.

(These 'responsibilities' are considered further as 'Norms' in section 3. Organisation below).

There now follows a series of quotes from David Hemery on the relationship between coach and athlete. He in fact has had great success in both capacities.

'Just how a coach-athlete relationship develops depends on a number of factors; the personalities of the coach and athlete, the event being attempted, the experience of both parties, how much time each is able and prepared to spend together, and whether the aims of the two coincide'. (1976 p.22).

'Obviously, in such coach-athlete relationships, there is a high degree of compatibility, but the growth of rapport depends to a great extent on the level of interest the coach has in his athlete as a human being and on the standard the athlete himself wishes to achieve'.

(1976 p.25).

'I learned a lot about myself during the Munich build-up year. I also learned a lot about the humility of my two coaches. They were saying that I had made them. I was not at all sure this was so but I was very sure that they had made me. Through them I had discovered that a good coach can be creative - he captures a dream, harnesses a power, moulds a body, directs a will, motivates a mind and develops a conscience in this athlete'. (1976 p.19).

'The coach-athlete relationship can be either the best or the worst relationship in the world. With mutual trust, respect, understanding, sacrifice, co-operation and a good sense of humour a close working relationship can develop'. (1976 p.29).

'Rapport' characterises the two-way inter-action between the coach as leader and the athletes as followers in the squad system. Homans argues;

'When the activities of a group are such that they can be co-ordinated largely through one-way inter-action from the leader to the followers then the leader can supervise a large number of persons. An example is the conductor of a symphony orchestra who may direct as many as a hundred men. But in general inter-action must be two-way, the leader gives orders, information and exhortation to his followers but they must also supply him with information about themselves and the situation they face. (In these circumstances the span of control becomes smaller)'. (1951 p.103).

It is this relationship outlined by Homans which is similar to that between the coach and athlete.

The important aspect of 'rapport' between the coach and his individual squad members is crucial in the two way inter-action involved. Harry Wilson agrees:

'To get the best out of an athlete will call for a close understanding between coach and athlete and the development of this rapport is very often the reason why one coach can produce good results from an athlete when another coach has failed. It is not necessary for both athlete and coach to have the same personality (in fact it is highly unlikely) but the coach needs to appreciate his individuality. A certain approach will work well with one athlete but will have no effect with another'. (Dec. 20th 1975 p.8).

National coach Denis Watts perhaps sums up the coach-athlete relationship most succinctly as 'faith' between the two roles, characterised by; reliability, discipline, loyalty and responsibility. 'These four characteristics interact in both directions'. (1978 p.49).

Fred Housden once wrote;

'It is useless for coach and athlete to work together unless they have complete confidence in each other'. (Another Hurdle p.28).

Therefore 'confidence' is another aspect of the relationship which could be added to the four types above.

Bob Kiphuth argues that mutual respect must occur between coach and athlete.

'A coach must retain the respect of his athletes at all times. Respect must come before personal liking. The coach is not trying to win a popularity contest; he is trying to win athletic contests. But, at the same time he is trying to build boys into men, and he must never forget this more important responsibility. If he expects his boys never to let him down he must never let them down'.

(Dec. 20th 1975 p.13).

As McNab says;

'This carries us to the fact that all good coaching is character training. In the end the coach might fail, confronted as he is with the previous background of his athlete and at the top level with the paradox of the committed amateur in an increasingly commercial world. The coach must be a model to be imitated and this places great responsibility on him. He must set standards of dress, athleticism and hygiene and exemplify sound ethical values. For instance it does matter how we win in its manner (respect for opponents), the observation of the spirit as well as the letter of the rules and the central observation of the rules on such vital issues as drug taking. The coach is therefore a sport leader in not only the technical sense but in the strictly educational sense'. (1977 p.12).

Harry Wilson agrees on this theme;

'A coach's views and action have a big influence on the character of the athletes that he assists so he must bear in mind the responsibility that rests with him. He can influence an athlete's way of life to a considerable extent so that the example he sets must be a good one. I like athletes to feel richer because of their involvement in athletics and that the sport is also richer because of their involvement'. (Dec. 20th p.12).

McNab questions what 'we' get from coaching, and answers:-

- 1) Pleasure in helping young people to success. We take the present into the future.
- 2) Satisfaction in being recognised as an expert by our peers.
- 3) Pleasure in being admired by those we lead.

McNab considers nine stereotypes that occur in coaching;

The 'Uncle' figure, who coaches young children. The 'Technician' who does not give hard conditioning. 'Mr. Cool' who will not become personally involved with his athletes. 'The Con Man' who relies on hard work and hopes that the success of his athletes might rub-off on him. Two other types are:

- 1) 'The Obsessive'; 'This coach eats, lives and breaths the sport and every night, winter or summer he can be found at the track with his group. Technically dogmatic, he cocoons his group and develops within them paranoic attitudes, both to other training groups and coaches and to anyone who appears to block their path. Gifted both at the technical and conditioning levels he often puts too much pressure on his athletes, particularly the younger ones, who try to mimic his competitive attitudes without possessing the maturity to sustain them'.
- 2) 'The Coach Mark 1'; 'This coach has good technical and conditioning knowledge, takes on small groups of athletes in a limited range of events and sees them regularly but not to the degree which unbalances his domestic life. Each of the training programmes is tailored to specific needs and he demands high standards of behaviour. He has placed the sport in perspective in his own life and this helps him to place it in perspective for others. He has strong ego drives, recognises them for what they are and separates ego from altruism. (see footnote - especially third paragraph)* He is pleasant to be with outside the context of the group and is a man for all seasons'.

* Footnote In their book Problem Athletes and How to Handle Them, Drs. Bruce Ogilvie and Thomas Tutko write; 'The social interaction of the coach and athlete should lead to the enrichment of both their lives. Success should be gained in terms of the athlete's realisation of his true potential and the realisation of the coach's personal needs for achievement. By the coach's need to achieve we mean the coach's personal pride in having successfully handled his athletes'. (see reference below).

A strong and productive coach-athlete relationship, they suggest relies on both the coach and the athlete understanding realistically the needs and roles of the other. The athlete, for his part has an understandable desire for both personal success and freedom. The coach desires realistic quantities of achievement through his athletes and control of them.

* Footnote continued ---

'We tend to reject the blanket assumption of the altruistic concept that 'builder of men' is the role of the physical educator'. say Ogilvie and Tutko.
'Our view suggests that there must be a wholesome selfish interest on the part of the coach and that he is willing to admit to himself that his ego needs are being satisfied'. (ref. The Complete Runner p.363).

McNab admits that some coaches might be a mixture of types - especially over a time period, but he has seen all nine types in action at one time or another. I would argue, however, that his is a personalised view and is by no means typical.

'Coaching is not merely a physical matter but is deeply rooted in human relationships. The more the coach is a balanced all-round human being, responsive not only to developments in his event but in all events, not only his sport but to sport in general, not only to his life but to the lives of those around him the more he will effectively serve his athletes'. (1977 p.12-13).

Ogilvie and Tutko argue:

'If the coach-athlete relationship is going to last and thrive to the satisfaction of both parties each has to give a little. As with members of any 'team' they must strike a mutually acceptable balance among selfish interests - a balance based on mutual understanding and trust'. (The Complete Runner 1974 p.363).

The style of presentation up until now has been intentionally haphazard. The collection of above quotes sometimes contradict one another, sometimes appear vague. This is his own role as the coach sees it, partially philosophical, occasionally technical but always based on experience. At times there are hints of what the coach actually is but at no time is his social standing exactly explained. What he does is considered, and his relationships with others while he is coaching. Perhaps the closest attempt at identity came from Tom McNab. He referred to the role as that of Sport Leader. 'Leadership' as a theme can provide a much sounder sociological groundwork for the next analysis in this Section.

2. Authority

The Coach Considered as Squad Leader

Via a) Weber

Weber states that three pure types of legitimate authority exist. The validity of their claims to legitimacy may be based on:

1. Rational grounds - resting on a belief in the 'legality' of patterns of normative rules and the right of those elevated to authority under such rules to issue commands (legal authority).
2. Traditional grounds - resting on an established belief in the sanctity of immemorial traditions and the legitimacy of the status of those exercising authority under them (traditional authority); or finally:
3. Charismatic grounds - resting on devotion to the specific and exceptional sanctity, heroism or exemplary character of an individual person and of the normative patterns or order revealed or ordained by him (charismatic authority).

Obedience is owed to the legally established impersonal order in legal authority. This system is unlike coaching where authority is not exercised in such a formal bureaucratic way.

The coach does seem to have some characteristics of traditional authority. Here the obligation of obedience is not based on the impersonal order but is a matter of personal loyalty as occurs in squad systems. Personal relations are used exclusively as a support for political authority.

The lack of strict administration in traditional authority does compare with squad organisation as does the essentially personal aspect of control. And yet the obedience owed to the person of Weber's traditional chief who occupies the traditionally sanctioned position of authority somehow contravenes the coaching relationship. As the success of the athletes must be the central concern of the coach he must always direct his attention to this priority. In this respect he would appear as a 'giver' but in order to reap benefit as a coach, the coach as Wilson says, is dependent upon the success of his athletes.

Weber does, however, have an answer to this apparent dilemma;

'The fact that the chief and his staff often appear formally as servants (my emphasis) or agents of those they rule naturally, does nothing whatever to disprove the authoritarian nature of the relationship'. (1947 p.326.).

Weber's charismatic type of authority has been interpreted in several different ways. Balandier sees it as a 'revolutionary form of power that operates against regimes of traditional or legal character'. He feels the power is 'corrosive'. (1972 p.46).

A statement from Weber though manages to show that charismatic authority could in some ways be aligned to certain systems of coaching leadership;

'In the case of charismatic authority it is the charismatically qualified leader as such who is obeyed by virtue of personal trust in him and his revelation, his heroism or his exemplary qualities so far as they fall within the individual's belief in his charisma'.

It is the latter phrase which I have emphasised which is reminiscent of many athlete-coach relationships.

For example, in Middle-Distance running, the 50's and 60's saw the emergence of many varied systems of training in different parts of the world. Kuts v Chataway (London 1954) was not merely a race but a symbolic battle between two training systems (or rather one system and one occasional 'hobby').

Originating in Germany in this period was the development of the 'scientific system' or pseudo scientific system since it completely ignored the human element and reduced training to a system of fixed schedules that were carried out with no choice of self-determination by the athlete at all. Franz Stampfl was one of the chief advocates of this system.

In New Zealand an almost too simple system of training based on the principle of Fartlek emerged under Arthur Lydiard. Just as the scientific system used the track almost entirely for its purposes this Fartlek system (see footnote)* ignored the track for training.

In Australia Cerutti stood somewhere between the two. He believed in the necessity to condition by the principle of Fartlek but having conditioned he held that the athlete needed speedwork for racing, which meant track work. He also advocated regular use of weights and sand dune running, hitherto ignored by Middle-Distance coaches.

* Footnote A type of steady paced running interspersed with sustained increases of pace and sudden bursts of speed. 'Fartlek' is Swedish for 'speed play'.

In Hungary and later the U.S.A. Igloi used methods involving all-round conditioning by running as many as three sessions daily. He worked on one basic system of 'track intervals' but had 40,000 varieties of session within this framework. His system also involved a 'cast iron' control over the athlete's training, his eating and life generally.

Every coach mentioned above was an innovator of some new training form. To a certain extent they were 'revolutionary' (Balandier p.46), their ideas brought great changes to Middle Distance, not only in training methods but in overall performances too.

It is difficult to define the word 'charisma' in both Weberian and athletic terms, but Cerutti must have been the closest example to both. When athletes talk of Herb Elliot or John Landy they invariably mention Percy Cerutti in the same breath.

Harry Wilson states;

'For years his ideas were laughed at in Australia until he gathered around him a group of men who could accept his philosophy and who could mentally and physically absorb his training regimes. As results came this derision quickly changed to admiration'.

(Sept. 13th 1975 p.32).

Former national coach, Geoff Dyson also felt Cerutti's charismatic persona;

'Coaches like Cerutti convince and inspire, they live their message, look the part. They are active, healthy and alert; not pudgy, sloppy and tired. Their whole demeanour proclaims their belief in what they say and this is of tremendous importance in the influencing of athletes'. (Dec. 20th 1975 p.12-13).

Weber argues that the charismatic leader causes his followers to devote themselves to the normative patterns or order revealed or ordained by him. Dyson claims that Cerutti's athletes adjusted their training methods to the temperaments, beliefs and ideas of their coach.

Weber also states that it is the belief of the followers in their leader's charisma that is important.

Cerutti himself says;

'If you know that you feel as I say, think as I do, hate what I hate and love and believe in what I love and believe in - well you too may run world records sometime, somewhere in some event or sport'.
(1964 p.43).

When Elliot won the Olympic 1500 in Rome, he gave his coach a framed photograph of him breaking the tape with the inscription;

'To Perc. from Herb - we did it together'.

The absolute faith the two had in each other culminated in the 1500 Metre final in the 1960 Olympics. The picture of Cerutti waving his yellow towel at the 300 Metre mark as Elliotts signal to kick for home is probably remembered as much as Elliotts winning margin of twenty yards for a new world record. (Elliott never lost at 1500 or one mile during the whole of his career).

Cerutti's relationship with his athletes might have appeared eccentric to the Australian authorities and to other coaches throughout the world but his success was undisputed.

Such was the case with Lydiard and his athlete of note - Peter Snell who seemed 'inspired' in winning the Rome 800 as a relative unknown and repeating this victory in Tokyo in 1964 and winning the 1500 also. Critics of Lydiard argued that Snell was so 'natural' anyone could have coached him to success. But Lydiard's system worked time and time again with Halberg, Magee and Tayler - his athletes must have had supreme confidence in his coaching charisma, for they flocked to him from the whole of the two islands. In fact he covered a much wider time span than Cerutti and is still producing champions now. Although quieter and less controversial than his Australian counterpart, Lydiard was still looked upon as 'strange' and 'eccentric' by the more 'traditional' (this is Weberian as much as my own terminology) coaching regimes of the '60's.

When writing about Arthur Lydiard's charismatic personality

A.M. LaSorsa comments;

'He reveals almost classically the sine qua non of nearly all individuals (or prime movers as they are sometimes called) - an unanswering, unquestioned, indomitable faith in himself and belief that he is right. It is also the secret of their success because this profound faith is transmitted to and acquired by their followers. In biblical terms, this kind of absolute faith, once incorporated in a person's life can move mountains. In the case of a coach, as long as he and his athletes have this absolute faith in their method of training, the actual method is of little real significance. Hence the observable; coaches with widely differing approaches to training have all produced champions. Scientifically we have barely scratched the surface in our understanding of the physiology of conditioning, and witchcraft (or whatever you want to call it) - (I think 'charisma' might be better (MJ)) continues to play a very prominent role. The witchcraft factor is extremely high with Mr. Lydiard and all those in his genre, and is the key difference often between average success and greatness'.

(above quote taken from 'Coach Athlete Team' from The Complete Runner pp. 363-365. Original source Coaching Distance Runners Sept. 1971).

In Britain the closest example to charismatic leadership occurs in Scotland with Wilson Young. Young was a former winner of the Powderhall Professional Sprint and coaches George McNeill, one of the fastest professionals over 110 Metres in the world.

The Scottish professional system of training is based on the Powderhall tradition which has lasted since 1901. Every Sprinter trains in exactly the same way, and the coaches believe in the system because it has survived the test of time.

It includes excessive gymnasium work, very short explosive sprints; and strict supervision of diet and rest. In 1975 Young started to coach amateur Sprinters in his native Edinburgh. When top amateur coaches heard of the training methods they thought them ludicrous. In 1978 Young's chief protege, Alan Wells won a Commonwealth gold medal at 200 Metres and defeated all of the worlds top Sprinters at varying times during the season.

The Scottish team, including Drew McMaster, another athlete from the Young Stable also won the Commonwealth 4 x 100 Metre Relay.

Wells and McMaster stressed the importance of the systematically organised coaching given by Young, especially working with the boxers speedball. (With the exception of the Scottish professional this was an unheard of training method any where in the world).

Wilson Young was seen as another eccentric in the eyes of the world and yet the faith of his squad in their coach and his system - even though it contradicted established training methods - shows a faith in the leadership of the man himself.

Harry Wilson states;

'Sometimes the coach will develop a way of inspiring (and this could be through his charisma (MJ)) performances from athletes that others will view with scepticism and at times alarm. But it is the opinion of his own athletes that matter and they use only one measure - results'. (Dec. 20th 1975 p.12).

'The coach can be reassured by the knowledge that most of the major athletic advances have been made by athletes and coaches who did something differently or who took existing methods to extremes. Today's extremes become tomorrows norms'. (Dec.20th 1975 p.12).

In coaching it would seem that examples of two of Weber's types of authority occur. Loyalty is paid to a traditional leader often because he is the Club coach and is respected as such.

Also there is the charismatic leader who may cross many Club boundaries. His athletes come from far and wide to be with him. Indeed athletes came from all over the world to train with Cerutty at Portsea at one time or another. Although at S.E.A.C. no obvious charismatic coaches occur, most coaches here and at other Clubs could be arranged along a continuum, the poles of which are 'charismatic' and 'traditional'. (see footnote)*.

It is useful to note that Weber suggests that none of his three types are mutually exclusive.

* Footnote Coaches who cross Club boundaries to coach athletes lean towards the charismatic pole. For example Mike Smith, S.E.A.C.'s Sprint coach coaches many athletes outside the Club. His methods attract athletes, his successes in the past encourage athletes from other Clubs in the area to come to him rather than their own Club coach.

Beattie argues that;

'The political systems which social anthropologists have studied have mostly been of the sort in which political authority is accepted primarily on traditional grounds. But charismatic authority which implies the acceptance of a ruler because of his personal qualities of leadership and magnetism is also of concern to anthropologists. As Weber saw, it tends to become institutionalised and so becomes assimilated to the first of the types of authority which can be distinguished'. (1964 p.160).

Weber's legal authority relates to establishment of norms requiring obedience by members of a corporate group. Squads lack corporate identity, bureaucracy or administrative staff and yet norms of order occur and 'consistent systems of abstract rules' (which Weber argues exist in every body of law). The order and organisation of some of the above mentioned squads can never make the coaching authority rational as such but instances of this system of leadership can arguably exist in basically charismatic systems without contradiction.

Via b) Homans

In his books 'The Human Group' and 'Social Behaviour', Homans gives a great deal of attention to the leader. But many of his descriptions of authority and consolidation of power and roles seem too extreme for a coach.

A coach, after all does not have to make an athlete do a session. He might expect him to but athletic training and competition is governed by physical limits.

The coach is in the ambiguous situation of having to be disciplinarian and having to 'lead' while at the same time being as McNab states - a 'giver'.

A coach is 'made' by his athlete as much as he 'makes' them. Homans in fact comes close to explaining this situation in 'Social Behaviour' - he writes;

'Leadership does not depend on the personality of the leader but on the nature of the relation between the leader and his followers'.

In this instance therefore, Homans negates the role of personality presented by Weber in both his 'traditional' and 'charismatic' leaders, but he goes on to say;

'The most important single factor in making a man a leader is the factor that also earns him most esteem; the ability to provide rare and valued rewards for his followers So long as a man, by hook or by crook can provide his men with these things he is apt to win esteem and authority over them'. (1961 p.287).

Putting the above quote into athletic terms - the coach 'has to come up with the goods' - his athletes expect him to give them some sort of success (i.e. 'valued rewards').

As McNab states;

'The primary aim of coaching is to improve an athletes performance to a degree which would have been impossible for the athlete to have achieved by his own efforts'.

In return for this service the athletes give their coach; loyalty, respect and obedience to his norms which have helped towards their success.

Homans argues;

'It should now be clear that his ability to influence others, to control their behaviour puts, into his hands the power to use their actions to reward himself, though they too may get rewarded at the same time'. (1961 p.288).

The coach is obviously pleased for the athletes success but as McNab explains

'a good coach has ego drives too'. He does not exist purely for his athletes as:

'this is the road to sainthood rather than successful coaching'.

In McNab's typology of the ideal coach (Mark 1) he argues that he

'separates ego from altruism' -

realising the role of both in his job. Homans also realises the balance a leader needs to strike between egoistic and altruistic rewards and this seems similar to a coach.

'It is all right for you to show you want things for the group - but not yourself. Altruistic giving (the coach is primarily a 'giver') is one of the rarest of activities and one to which a man's esteem is bound to pay homage. But if you give something to a man purely for selfish reasons in order to get something back for yourself he is by the same token quit of yielding you esteem'. (1961 p.299).

Due to the fact that coaching in British Athletics exists on a hierarchical framework the coach can reap benefit from the success of his athletes. Indeed a major step in coaching - from Club Coach to Senior Coach is dependent not only upon examination but on whom the candidate has coached and what results they have achieved.

A coach achieves recognition from his peers and from the athletics world in general. Not only because of his ideas but from practical results, i.e. what his athletes have achieved under his tuition.

If the athletes are successful due to the training, conditioning and advice of their coach they will have faith in him for the future.

'... his followers must have often in the past found compliance with his suggestions rewarding and so they will be all the more prepared to comply with his suggestions on some new occasion; in ordinary language, they will have faith in his judgement'. (1961 p.290).

Faith in the coach might be extreme, for example, even if his athletes are suspicious of the validity of his ideas they might still accept them because he is the coach. Homans says;

'Even though the followers look askance at the terms of the order itself (the order could be a revolutionary new training method that athletes are very sceptical of), the fact it comes from this particular man will tip the scales toward their compliance. Such a man has required room for manoeuvres: his followers will give him benefit of the doubt. They will give compliance a try and want to see what the results will be'. (1961 p.297).

But, no matter how successful the coach has been in the past, if his athletes begin to doubt him or face frequent failures in competition his esteem dwindles in their eyes and they might seek an alternative coach.

'In this field nothing succeeds like success or fails like failure'. (1961 p.297).

'The higher a man's esteem, the higher his authority but he tests his authority afresh every time he makes a new suggestion and the results of the test may confirm his authority or undermine it. In short he risks his authority with every new suggestion'.
(1961 p.293).

3. Organisation

The next section of analysis studies the structure and organisation of squad systems at Southampton and Eastleigh Athletic Club.

Table 1 considers close and loose-knit characteristics of squads. In the furthest left-hand column certain aspects of close-knit identity have been listed, two sections of which include norms.

The relationship of norms to close-knit and loose-knit organisation involves the theories of Elizabeth Bott.

A squad is a network of inter-acting individuals, often coach-centred in character. Along the links of the network flows communication, especially in relation to the definition of norms; this emerges in Bott's work when she says;

'When many of the people a person knows inter-act with one another that is when the person's network is close-knit, the members of his network tend to reach consensus of norms and they exert consistent informal pressure on one another to conform to the norms to keep in touch with one another, and if need be to help one another'.

Correspondingly -

'when most of the people a person knows do not inter-act with one another, that is when his network is loose-knit, more variation on norms is likely to develop in the network and social control and mutual assistance will be more fragmented and less consistent'.

(1957 p.60).

CLOSE-KNIT CHARACTERISTICS (BOTT '57 P60)	SMITH SQUAD	TABOR SQUAD	Fern Squad	SUTTONS SQUAD	SHOT SQUAD	Young Athletes Squad	Foulton Squad.
SQUAD 'TERRITORY'	DEFINATE AT THE TRACK IN SUMMER. ALSO OBVIOUS AT SEVERAL DIFFERENT WINTER TRAINING VENUES.	DEFINATE AT THE TRACK IN SUMMER. ALSO OBVIOUS AT SEVERAL DIFFERENT WINTER TRAINING VENUES.	Vague at the Track. Variable in Winter.	DEFINATE AT THE TRACK IN SUMMER. IDENTITY WITH 'CIRCLE' AREA	DEFINATE AT TRACK AND WEIGHT GYM (TERRITS). ALL YEAR ROUND.	Vague at the Track. MORE DEFINATE AT WINTER TRAINING VENUES.	DEFINATE AT TRACK IN SUMMER. AND. WINTER SUNDAYS AT REDBRIDGE (INDOOR JUMPING)
EVENT SPECIFIC SQUAD	Break-up occurs into event-oriented training units in Summer.	THIS SQUAD IS SPECIFIC TO MIDDLE DISTANCE	THIS SQUAD IS SPECIFIC TO MIDDLE DISTANCE	THIS SQUAD IS SPECIFIC TO DISCUS ALONE	THIS SQUAD IS SPECIFIC TO SHOT ALONE	No event specialisation occurs on purpose. So the youngsters can learn all events.	THIS SQUAD IS SPECIFIC TO HIGH JUMP ALONE.
TRAINING UNIT ORGANISATION	ALTHOUGH SEPERATE UNITS OCCUR THEY ARE EFFICIENTLY ORGANISED, AND MAINTAIN A CLOSE KNOT SQUAD.	SEPERATE TRAINING UNITS OCCUR BASED ON AGE AND SEX. COHESION BETWEEN UNITS IS STRONG.	Training units form haphazardly and are not organized. Few norms occur. In fact norms of regularity and discipline are discouraged at training with Tony.	ONE TRAINING UNIT OCCURS WHICH WORKS TOGETHER AT ALL TIMES	ONE TRAINING UNIT OCCURS WHICH WORKS TOGETHER AT MOST TIMES	Seperate units of athletes occur. But they are variable and very disorganised.	ONE TRAINING UNIT OCCURS. But the on loose squad knit. Better jumpers want specialise attention.
INTERNAL NORMS	STRONG INTERNAL NORMS OCCUR WHICH HELP TO MAINTAIN INTERACTION BETWEEN TRAINING UNITS AS WELL AS INDIVIDUALS	STRONG INTERNAL NORMS OCCUR. INCLUDING, RESPECT FOR, AND LOYALTY TO COACH. AS WELL AS REGULARITY AND DISCIPLINE AT TRAINING.	In fact norms of regularity and discipline are discouraged at training with Tony.	STRONG INTERNAL NORMS ARE EASILY RECOGNISED AMONG SUCH A SMALL SQUAD (OF 7 MEMBERS)	STRONG, MUTUALLY AGREED UPON NORMS OCCUR OCCASIONALLY BROKEN BY ONE deviant amongst of 3 squad members.	SOME NORMS OCCUR AT DISCIPLINARY necessity. Due otherwise they are purposely restricted.	NORMS ARE OBSERVED ON SUNDAYS. Due Disrespect for coach and training methods occurs.
EXTERNAL NORMS	EXTERNAL NORMS ARE OBSERVED IN RELATION TO THE TABOR SQUAD. (AND SOMETIMES FERN SQUAD)	EXTERNAL NORMS ARE OBSERVED IN RELATION TO THE SMITH SQUAD. (AND SOMETIMES FERN SQUAD)	Non existent	Rarely evident unless consideration is given to Ray's STRICT OBSERVANCE OF BOUNDARIES	Non existent at SEAC. Although none of the 3 putters would EVER TRAIN WITH GEOFF CAPE, MIKE WINCHES GREATEST RIVAL	Impossible, since organisation involves different coaches with different athletes from week to week.	Due to his association with The High Jumpers Club of GB, Gordon has to interact with other clubs and coaches boundaries of squad identity are vague.
SPECIFIC COACHING LEADERSHIP	MIKE SMITH	ED. TABOR	No specific coaching occurs. Although Tony is the centre of a loose knot of middle distance training interaction. No identity as yet.	RAY SUTTON	No regular coach exists for the 3 putters. They coach each other. However they all thrive on the advice and inspiration of Mike Winch. But this is occasional.	No specific coaching leadership exists as the young athletes identify with several different coaches.	Gordon may be viewed as 'coach' by Andy Pauline and Floyd. But they do not accept his leadership.
FORMAL POLITICAL IDENTITY.	MANIFESTED ITSELF AT 1976, 1977 AND 1978 AGM'S	MANIFESTED ITSELF AT 1976, 1977, AND 1978 AGM'S	ALTHOUGH TONY COULD MODULUS VOTERS AT AN AGM. HE COULD ORGANISE POLITICAL SUPPORT FROM HIS MIDDLE DISTANCE NETWORK	No identity as yet	No identity as yet	No identity as yet	No identity as yet
NO FRINGE MEMBERS	Fringe members do exist, but they still interact regularly with primary members of the squad. They also observe the norms of the squad and are a structured part of this sub group.	Fringe members do exist, yet like the Smith Squad their training is still regular if not frequent. Eddie coaches far fewer fringe members than Mike. Most of his runners attend all his group sessions.	In reality, every member is a fringe member.	NO FRINGE MEMBERS EXIST. RAY KEEPS A STRICT CONTROL OVER THE NUMBERS OF ATHLETES HE COACHES. HE LIKES THEM TO ATTEND ALL OF HIS SESSIONS. HE WANTS TO MAINTAIN A SMALL GROUP	Irregular fringe members exist. But unlike Mike and Eddie's Squads they are not a 'recognised' part of the group. The 3 putters merely help them out with coaching tips.	Many fringe members exist, who come and go when they please.	Many fringe members exist, whose irregularity might be enhanced by difficulties in travelling across the country to train regularly.

Table 1

Close and Loose-Knit Squads at S.E.A.C.

In my fieldwork at S.E.A.C. I was able to expand Bott's notion of 'close' and 'loose' (just as Epstein did with 'effective' and 'extended' when considering gossip).

Close-knit identity amongst squads is also characterised by the other aspects listed in the left hand column of Table 1: squad territory, event specialisation, training unit organisation, specific coaching leadership, political identity and lack of fringe members.

Where information has been printed I am indicating close-knit organisation, where it is written indicates a looser-knit. Most squads, as can be seen have both close and loose-knit characteristics, but overall they can be classified in one of the two categories.

In trying to expand Bott's ideas on close and loose-knit structure I found that my notions of network organisation in squads related to Barnes idea of density.

To assess network density Barnes divides the sum of observed links between people by the sum of all possible links. The resultant percentage shows the density of inter-action and gives a specific numerical indication of whether the network is close or loose-knit.

Barnes believes that the study of inter-action density is of great use in industrial societies but could never be applied to tribal society because in such a small grouping 'everyone knows everybody' - and density would always be 100%.

*Footnote

Although provision of norms and their observance is most often related to close-knit squads, norms are not any less important in loose-knit squads. In some loose-knit squads there is a positive non-inclusive of norms in organisation as this would deter athletes from training in the system. Therefore norms are still very relevant to loose-knit structured squads.

'If we try to construct the social network for a traditional tribal society of the kind studied by Turner in Central Africa we soon discover that it is all too easy. Everyone has some kind of relationship with everyone else in his vicinity and the network is maximally dense. Although the varied relationships in the network vary in content, intensity, symmetry and indeed in every possible respect there are everywhere relationships of one kind or another; there are no real strangers'. (1969 p.74).

What Barnes does not mention is that small corporate, tight-mesh groups occur within industrial societies. In a way a Club such as S.E.A.C. is similar to a tribal society. It has multiplex links of inter-action, several contents (to use Mitchell's term) may occur in one network link - for example, the relationship between Nick and Neil Tabor involves kinship - father and son - team inter-action between team manager and first string discus thrower and squad inter-action between coach and athlete.

Barnes says;

'Relationships between persons in tribal society are typically multiplex, whereas in industrial society they are typically single stranded'.

Possibly Barnes was ignoring the small, corporate group when he made this statement.

Clubs of many types contain members who are linked in several ways. Take for example the traditional 'British Club' such as Brookes or Whites. Here members virtually have to be linked in several ways to be socially acceptable; i.e. through kinship; relations of the upper classes are assured of this status. It is also confirmed by style of education, thus the 'old school tie' - particularly if it is Eton or Harrow. Members are linked also via their military history as officers and by social get-togethers such as hunting and polo. Annual sporting events such as Ascot, Goodwood and Henley can also be seen as meeting grounds for Club fellows.

This is not to say that everybody at S.E.A.C. has a relationship with everyone else but even squad rivals can be linked in a team situation and family ties can cross squad barriers. (e.g. Julie Oldbury is a member of the Smith squad while her brother Glenn belongs to Eddie Tabor's squad).

Therefore in order to study inter-action in very dense partial networks within S.E.A.C. (that is, within the squads) Barnes's ideas had to be slightly refined.

The squad which is given most attention in analysing the notion of density is the Tabor squad. This is not due to favouritism but mainly to the fact that most Middle Distance training arrangements tend to be fairly loosely-knit, especially in mixed clubs. Thus the Tabor squad make an interesting analysis as a close-knit Middle Distance squad. Specific attention and calculation of density mean mathematical assessments can only really be given to a relatively small squad and this is another reason why Eddies runners are given priority.

During a period of ten months the structural change which occurs in the Tabor squad is observed. Links between squad members are characterised by intensity of inter-action, and these 'strengths' are assessed on a scale 1-5. For the sake of simplicity, strengths 1 and 2 are not included on the diagram (Table 2) although these intensities are considered in the calculations of percentage density.

This modified index for density differs quite markedly from that of Barnes. In the diagram, training units appear as clusters and it is the density of these units which has been calculated. However, as membership of the squad is not constant the size of the units vary over the ten month period. To include this aspect of structural change in my calculations a further modified index was introduced whereby the sum of evaluated links over all possible links at strength five was multiplied by the size of the unit (including the coach each time).

The value of the second modified index can be seen when we compare the September Girls Cluster with the January Junior Men (which is in fact composed of only Ed, Steve and John).

In 'b', (see bottom right hand quarter of Table 2) modified index for density with evaluated links, the difference between the two is only four times. Yet if reference is given to 'c' - modified index for density with consideration given to evaluated links and size of squad - the girls are in fact eleven times greater than the boys in the 'size-related' density of their unit.

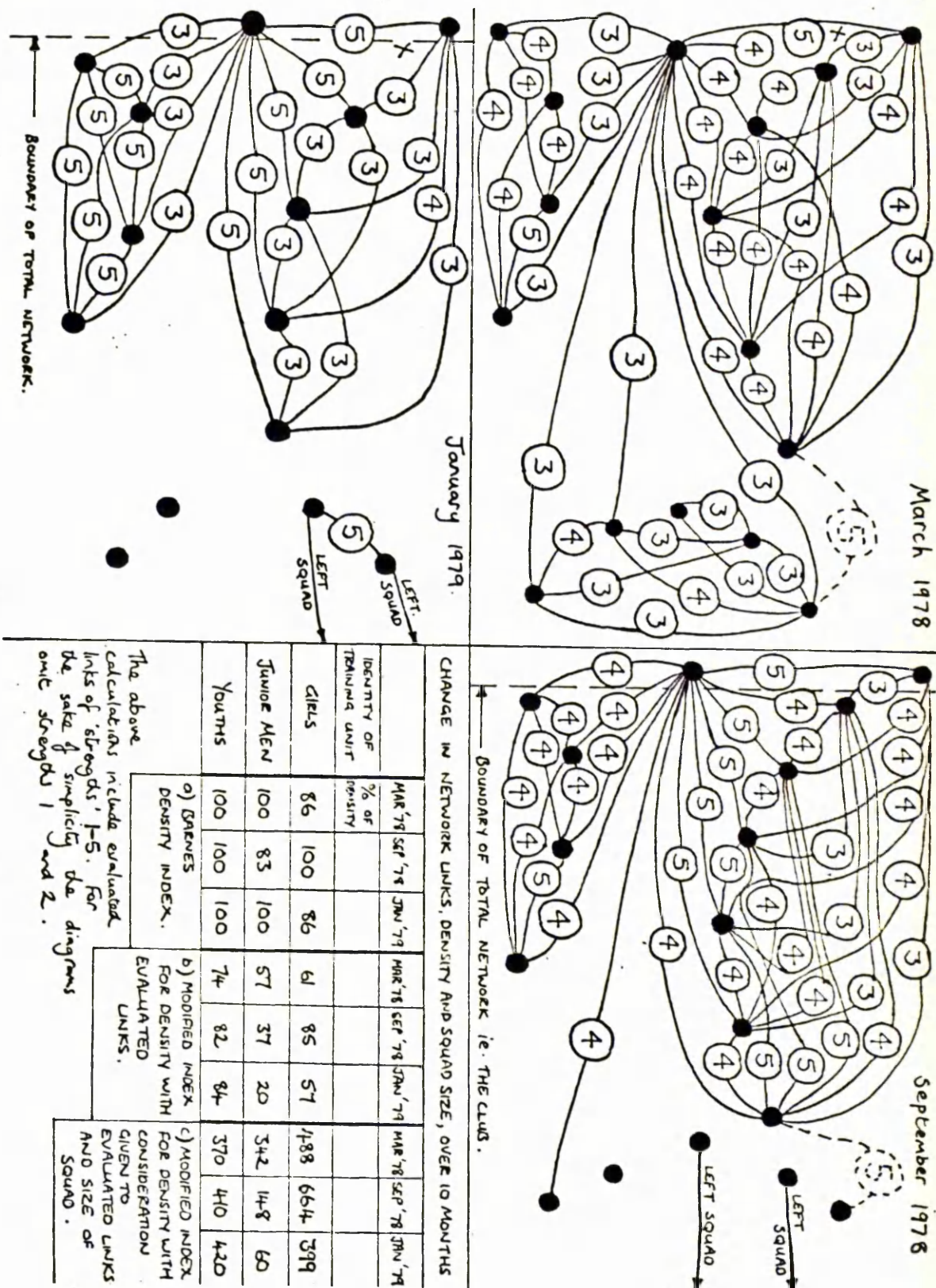


Table 2

Analysis of Cluster Formation (training unit density) within a Partial Network - The Tabor Squad.

Boundary of Partial Network 'The Tabor Squad'

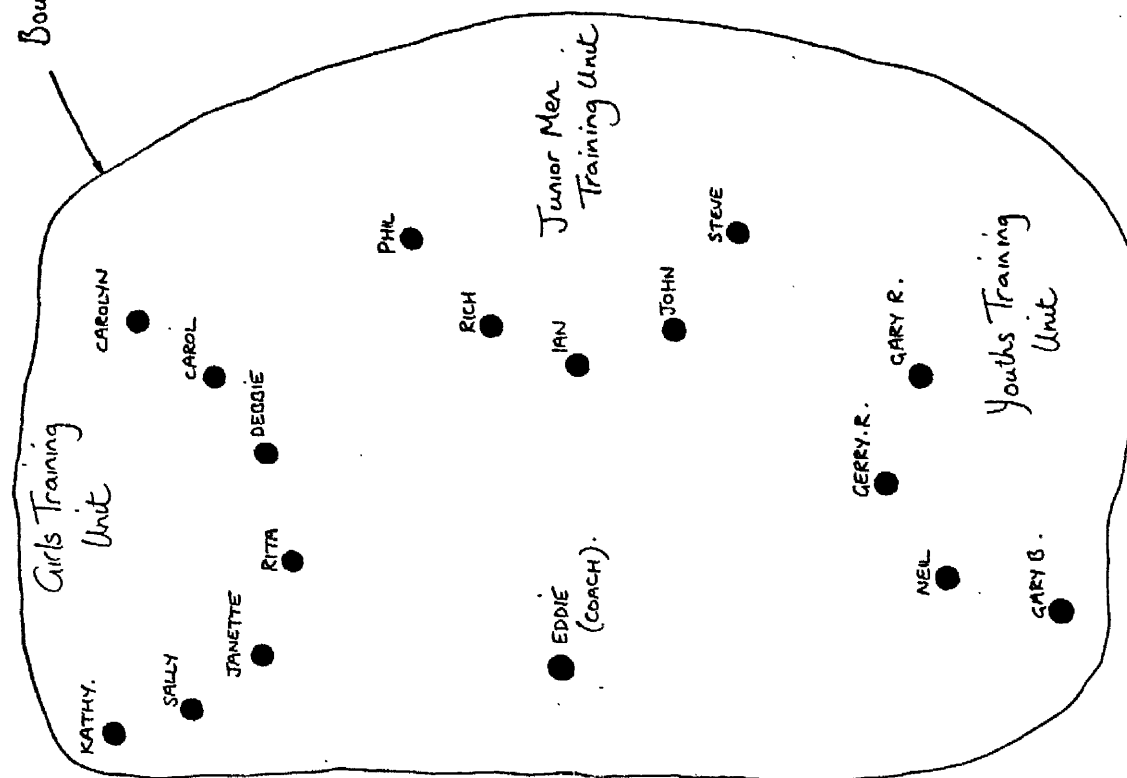


Table 3
Training Unit Personnel - The Tabor Squad

CALCULATIONS FOR ASSESSING NETWORK DENSITY OF TRAINING UNIT.

a) BARNES DENSITY INDEX

$$\frac{\sum (\text{OBSERVED LINKS})}{\sum (\text{ALL POSSIBLE LINKS})}$$

b) MODIFIED INDEX FOR DENSITY WITH EVALUATED LINKS

$$\frac{\sum (\text{STRENGTHS (1-5) OF OBSERVED LINKS})}{\sum (\text{ALL POSSIBLE LINKS AT STRENGTH 5})}$$

c) MODIFIED INDEX FOR DENSITY, WITH CONSIDERATION GIVEN TO EVALUATED LINKS AND SIZE OF SQUAD.

b) x TRAINING UNIT SIZE (INCLUDING COACH)

e.g. JUNIOR MEN'S TRAINING UNIT SEPT 1978

$$\left(\frac{1+2+2+2+4}{6 \times 5} \right) \times 4 = 148$$

The higher total numbers indicate cohesiveness extending amongst a wider spectrum of the squad which is a significant factor in the consideration of clusters within the partial network.

Close-Knit Squad Norms

Every close-knit squad has a series of informal 'rules' or norms of behaviour which are constructed by the coach - or taken for granted to keep the squad operating efficiently. They help the very individualistic members to work as some sort of a group, and provide a group identity in addition to the corporate Club itself.

'A norm is a statement made by a number of members of a group not necessarily by all of them that the members ought to behave in a certain way in certain circumstances. The members who make the statement find it rewarding that their own actual behaviour and that of the others should conform to some degree to the ideal behaviour described by the norm'. (Homans 1961 p.46).

There exists two types of squad norm;

1. Internal Norms

These are important to maintain a balance in the coach athlete relationship. They often involve the characteristics stressed by Denis Watts (see page above) reliability, discipline, loyalty and responsibility:-

- i) The athlete trains to compete.
- ii) The athlete attends when a coach arranges a session or else apologises for any absence. This is because the coach might come to the session on a cold winters night for the athlete (Reliability).
- iii) The athlete tries his hardest in competition, especially if his coach has tried his hardest for him in training. (Loyalty).
- iv) The athlete accepts the discipline of the session, especially if there is, for example; a big squad working as one unit on one discipline, limited training time, or restricted facilities. (Discipline).

And this is related to:

- v) The athlete accepts that the coach bears the ultimate responsibility and therefore must at all times be in charge. However, the wise coach will not make this obvious except when he feels it is absolutely necessary.

These few examples are fairly typical for any squad. The coach makes them known and expects the athletes to respect these norms.

2. External Norms

The coach might also introduce a set of norms which do not strictly relate to athletics training and competition. These are basically an exaggeration of Denis Watt's theme of 'loyalty' in the coach-athlete relationship:-

- i) You do not train with other coaches and squads. And even in some cases:
- ii) You do not mix (socially) with other squads.

It is these external norms which give squads political identity in their relationships with each other.

a) Close-Knit Squads at S.E.A.C. The Tabor Squad

Eddies squad is a relatively close-knit system for a Middle Distance sub-group. An obvious manifestation of this characteristic occurs at the track. The squad adopt a type of territory, a specific pitch (see later in section C) in which they collect and meet for training. In the case of the Tabor squad this is on the inside of the track by the start/finish line. As the athletes arrive they congregate on the area of their territory until the whole squad is present. Then they begin their 'warm-up' together.

A collective warm-up is another manifestation of close-knit organisation; the squad jog on the inside of the track or in the outer lanes then return to their 'pitch' to go through a series of suppling exercises, and to put their 'spikes' on before they start the session.

Within Eddies squad two main factors occur which make close-knit training difficult:

- 1) The differing range of abilities amongst the athletes; Whatever session Eddie sets the squad some athletes cope better than others.
- 2) The differing range of distance covered within the Middle Distance events. (800 to 10,000 Metres).

Since he has been a coach Eddie has always tried to establish a concrete form of squad identity or as described above, a close-knit squad. Although this is difficult in Middle Distance running Ed has found that this system is more beneficial for the girls and for the younger athletes. Most of his squad are under twenty and a good proportion are female. By creating a group of friends as much as athletes there is more incentive for them to train regularly. Once a youngster is set a session to do alone the coach finds problems keeping the athlete interested. Only the older or more dedicated runners are less dependent upon others to train with.

In order to cater for a varying range of abilities and Middle Distance events in his squad Eddie utilises a system of coaching compromise. His squad base their training around three pre-requisites: Endurance, Speed and Speed Stamina; different proportions of each aspect are covered in different sessions at different times of the year. All these three are relevant to every race from 800 to 10,000 Metres but the amount of specific consideration given to each requirement varies from event to event.

For example; Tuesday night might be an endurance session for the whole squad. This might mean a fast four miles on the road. So Eddie will get Janette Dawkins - a good 3,000 Metre runner (an international at cross country) to lead the group. He will give Jan the responsibility to lead the squad at a consistently fast pace without letting the slower runners fall too far behind. If they do Jan has the strength to run back along the course, help them to catch up and then return to the front again. Ed cannot see everyone on the run as he is not running too, so Janette assumes a type of 'deputy' leader role, and can report back to the coach on how the squad performed during the run.

Thursday night might be a speed session on the track, e.g. 8 x 200 Metres with a 200 Metre jog recovery. Ed returns to his leadership role because this session is on the track. He can time each run separately and the recovery period too, watch the athletes and encourage them. Even so, in order to keep the group together Ed still gives a responsibility to some of the athletes. In a session such as this, an 800 Metre runner will generally set the pace. Carolyn Woodage or Debbie Jeffery try to ensure each 200 is at a consistently fast pace while Rita Bowles or Sally McDiarmid (1500) make sure no one tries to walk on the jog recoveries.

Eddie has found that the boys in the group do not accept 'deputy leadership' responsibilities very well. This is partly because they are younger and inexperienced and also because they tend to 'race their training'. By running competitively they are working against the cohesive training of the squad and its close-knit organisation in general. To compensate, Eddie might handicap the boys behind the girls on a long run, starting them later and allowing them to work their way through the female runners or else letting them 'burn themselves out' so they have to settle into an even pace. On the track he sets the boys the same sessions as the girls but never lets them lead a run until they can judge pace without 'racing', so the whole group can benefit. Usually the boys and girls work in separate training units on the track as to work too closely together would cramp the many runners and make a unified group workout difficult.

On a speed stamina session such as hill running the squad train on one hill, sprinting up and jogging down 10-20 times depending upon the length and steepness of the incline.

On this type of session the group tends to get 'strung out' along the length of the hill but Ed can observe who starts well, who is starting to 'die' from oxygen debt and who is recovering well but sprinting badly. There are generally no deputies here as the session is more individual and the coach can keep a close watch. Although 'individual', the session is not loose-knit. The physical environment of 'the hill' bonds the athletes together and in fact combines all training units into one.

These three workouts are for the squad but Ed will still organise specifically individual sessions for the more talented athletes who both want and need more work. Janette for example, would need to include four or five more long runs in her weekly training; it is impossible for her to do all of these with the group so Ed sets her sessions which she does alone. Gary Barber has found that he needs to run 50 miles per week. Most of this is going to be alone, as the squad would not total this mileage in group sessions. Ed and Gary will still plan and discuss the runs and Gary will still work with the squad. True, his individual requirements do mean that his training is not solely with the squad but this does not detract from his squad membership in any way.

Although Ed tries hard to create a cohesive Middle-Distance training squad some of his athletes have become dissatisfied. Without fail these have been the 800 Metre runners.

The first to leave his squad was Sue Lewis. She found herself fit, but lacking the speed required for her event, as a result she went to Mike Smith - the Sprint coach, who felt he could help her in this weakness (1975).

At the end of the 1977 season (summer) Todd Bennett left Eddie for Mike. Todd found on speed sessions with Ed's group he was far superior to the other athletes. They failed to keep with him, but on longer runs he struggled. Eddie had encouraged Todd to Steeplechase due to his natural Hurdling ability, but Todd found that 2,000 and 3,000 Metre Steeplechases were too far for him. At first Todd tried to improve his endurance with more long runs. Mike realised he had to work on this weakness but 50 miles per week was draining him enormously. It was then that Mike decided that Todd was not really a Middle-Distance runner at all. Because he started his athletics with Eddie he was trained as a Distance runner when in fact his real strength lay with the long Sprint - 400 Metres. Mike coached Todd for this distance, feeling that in perhaps a few years he could eventually move back towards Middle Distance by racing a few 800's but probably nothing longer than this.

In early 1978 Ian Crawford left Eddie's squad. Ian had been training hard but failed to excell at 800 in competition. He hoped by working with the faster runners in the Smith squad he could improve. Towards the end of the summer Ian's former training partner, Phil Brady had seen the improvement of both Ian and Todd and asked Mike if he could come and train with him because he was not happy with Eddie's speedwork. Phil came to train with Todd on Monday and Wednesdays when Eddie was not at the track and so would not be aware of him breaking a squad norm. He found the sessions beneficial and told Ed he was leaving the squad.

Within a few weeks Carolyn Woodage began to train with Sue Lewis without Eddie's knowledge. In 1977 Carolyn had run faster than Sue 2.17 to 2.18 seconds for 800 but during 1978 Sue had improved dramatically to 2.14 and Carolyn had only improved marginally to 2.16. For some weeks Carolyn and Sue trained together on Mondays and Wednesdays but Carolyn continued to train with the Tabor squad on Tuesdays, Thursdays and Sundays. This situation opposed a common external squad norm of both Mike and Eddie's groups: 'You do not train with other coaches or other squads'.

Mike was setting Sue's sessions and Carolyn was joining in. He did not like this and eventually approached Carolyn and told her to make a decision: she was welcome to train with his squad if she left Ed but if she wanted to train with Ed she would have to train with him alone. Mike knew that Eddie was unaware of Carolyn's sessions with Sue and felt that it was only fair that he knew what she was doing. In the end Carolyn broke away completely from Ed and joined Mike's squad (see footnote 1)*.

Of the five 800 Metre runners who left Eddie for Mike certain similar characteristics emerge:

- 1) Mike was happy to help all of them when they asked to train with him despite the ever increasing numbers of his own squad.
- 2) He was also content to establish a Middle-Distance sub-section (geared to 800 Metres) within his Sprint squad.
3. All of the five settled into Mike's squad organisation and system of norms without problem (see footnote 2)**.
4. They now rejected Ed, moaned about him as a coach, praised Mike and to a great extent stopped mixing with their former training partners in Eddie's squad. Sue, Todd, Ian and Phil never spoke to Eddie again, even in passing, and vice versa. Carolyn and Ed agreed that they would remain friends as they had worked together for a long time. In fact though, the two grew more and more distant until they too failed to associate at all.

* Footnote 1 A point worth noting is that Carolyn was Phil's girlfriend (link shown on Table 2) and her move to Mike's squad might well have been prompted by a wish to be with him again. If she had stayed with Ed she would have been with Phil less and less as the two groups were so socially distant from each other at their particular training sessions.

** Footnote 2 The Middle-Distance runners who left Eddie went to Mike rather than Tony Fern, despite Tony being a more obvious Middle-Distance coaching alternative. This is possibly because Mike has a closer-knit squad of a type similar to Eddie with norms, centralisation and training unit organisation. It could be that Carolyn, Ian, Phil and Todd and Sue as fairly young athletes (under 18) needed a stricter environment than Tony could provide. Tony's squad was too

** Footnote 2 continued ---

loose-knit, his training arrangements were, to the youngsters, vague and indefinite and therefore Eddie's half-milers went to Mike. Because there was now a need for it Mike established a fairly permanent Middle Distance training unit within his Sprint squad.

The five half milers became involved in an external norm system which opposed itself very much against the Tabor squad. They were treated as rivals. Political activity made friendships between the two squads taboo.

The Tabor Squad as an Out-Group

Out-group identity is maintained by Mike's dislike of the Tabors and his external squad norms which are directed more often than not, at this training system.

Other factors help enhance Ed's squad as an out-group:

The principal one is that although Eddie coaches Southampton and Eastleigh athletes - after his resignation in April 1978, he ceased to be a S.E.A.C. member. (see Appendix on 'Committee Intrigue'). There is nothing to stop him coaching but he personally has no access to S.E.A.C. facilities.

Due to the non-corporate and independent nature of squads within the S.E.A.C. framework Eddie is not dependent upon membership in order to continue coaching his athletes.

During the summer of 1978, Eddie's squad always met at the track. As this amenity was available to anyone who paid, Ed continued to coach in exactly the same way as he had when he was a Club member. Once autumn arrived the evenings grew darker and the track, without floodlighting was unavailable.

A winter training venue, used in the past by S.E.A.C. - Ed's squad included, is Deanary School. This facility has a gymnasium and floodlit cinder area for training. Also use of changing accommodation means a Middle Distance squad has somewhere dry and safe to leave their bags and clothes whilst 'out on a run'. As Deanary was booked and paid for in S.E.A.C.'s name Ed could not use it during the winter 1978-79. So his squad showed their loyalty to him by not using it either.

On winter Tuesdays Eddie takes his squad to Eastleigh Sports Centre. This is a modern complex with many indoor facilities but because it is in Eastleigh it is unused by many S.E.A.C. members - in fact no squad uses it for a group style session except Eddie's. This serves to show the Tabor

squad as an out-group in so far as they are linked with 'Eastleigh' as opposed to 'Southampton'. (see footnote)*.

On Wednesdays Eddie organises a training run from his home in Chandlers Ford (Borough of Eastleigh) which is another special session for his group, enhancing their characteristic as outsiders.

On Sundays the Tabor squad use the Sports Centre track or surrounding woods and parkland for cross-country or hill runs but they remain in their close-knit squad and do not mix.

The out-group isolation of the Tabor squad is also assisted by Eddie's complete lack of senior men in his squad. He coaches no "A" team track or cross country runners, although he does help some good youths. So often the boys in Eddie's squad seem to 'grow out of him'. They want to train more in their own time and not be bound by the constraints of a group session that is geared more towards the younger athletes. It is the older men whose abilities are directed towards the longer Middle Distance events who tend to require this looser-knit organisation. The younger, shorter distance runners, such as the Half-Milers are content to try a different squad but organised on similar lines to Eddie's (the Smith squad). Some of Eddie's athletes who require more distance work in the form of long milage runs tend to train more alone and thus drift away from his squad environment. This situation means that no link is established with Ed's squad and S.E.A.C. via Senior Mens team members; none of his athletes run in National League in the summer or Senior Hampshire League in the Cross Country season.

*Footnote Eastleigh was the smaller of the two Clubs who amalgamated in 1970. It was poorer, less successful, had no track and fewer facilities than Southampton A.A.C. After 1970 Eastleigh athletes tended to train in Southampton more, especially during the track season. Club 'HQ' was recognised as being at Southampton Sports Centre and Eastleigh was ignored as a training ground even after the new sports complex was built in 1975 and provided new facilities in a sporting backwater. Eddie and his wife Betty by being so directly linked to Eastleigh; living in the borough, working there, training there and keeping alive the memory of the old Club so became as 'unfashionable' as the town itself. In this way their identity as 'outsiders' is directly related to 'Eastleigh'.

Ed's squad is geared towards one age range (13-20) - athletes who do not usually run excessive milages. Also the older area of this range is occupied by the girls in his squad. Their milages are often limited because their race distances are short in comparison with the Senior men. If he coached more Senior men Eddie would probably gear his sessions more towards them instead of the girls and youths (who make up the bulk of his squad). Their race distances are not usually in excess of 3,000 (on track and 3-4 miles on country) and they can work on similar sessions and training distances in the same session. The two age groups combine well together, this means sessions are closely-knit and the squad's separate training units (especially Youths and Girls) are not totally divorced from each other. A Senior mens training unit would effectively loosen the knit of the network with long isolated runs away from the rest of the squad.

I stated earlier (page 91) that one of the problems Eddie faces in organisation of a close-knit squad is; 'the differing range of distances covered within the Middle Distance events'. By concentrating his coaching efforts on the women athletes Ed immediately limits the range of events, closes the knit of his squad and strengthens the ties between him and his athletes. Instead of directing his attention to individually-orientated Senior men Eddie spends more time coaching the Youths, who because they are under 16 can only compete in a limited range of Middle Distance events. The immediate comparison is obvious and this is how Ed effectively organises a close-knit squad in an area of athletics more usually identified with isolation as opposed to cohesiveness.

The Smith Squad

Although 'Mike's group' is generally recognised as a Sprint squad it is not strictly such at all and includes athletes who compete in the following events: 100, 200, 400, 800 Metres, 100 Metre Hurdles, 400 Metre Hurdles, Long Jump, Triple Jump, Decathlon, Pole Vault and Pentathlon.

In most athletic Clubs, coaches are used to covering several events within their squad. In general most of Mike's sessions are geared

towards sprinting which is still an important requirement for Hurdlers, Pole Vaulters and Jumpers. Even so, his squad is still large and athletically broad in event terms.

When considering close-knit organisation in the Smith squad, the best example of manifestation of this characteristic occurs at the session itself. In the summer the squad train at the track all the time. Like Eddie's group, they too have a 'pitch', a specific territory for meeting. In this case it is at the end of the long jump pit, just outside the track. The squad meet here and leave their bags and track suits on this grassed area. The pitch is convenient for a multi-event squad because the Jumpers have nearby access to the run-ups and the short Sprint Hurdlers (80H, 100H and 110H) need to work from the start, (also at close hand) so as to run over correctly spaced barriers from blocks.

The whole squad, irrespective of event include in their warm-up routine a series of 'drills'. (see footnote).*

These are collective for the squad because they are useful technique exercises for everybody. Their inclusion in the session means that a 400 Metre runner and a Long Jumper can warm up together with a drill session for twenty minutes then split later for specialist work on their particular events, without feeling totally divorced from each other in training.

In the winter an even closer-knit can be established between the events within Mike's squad. This period of the year requires more basic conditioning such as: continuous running, and gym work. The Hurdlers and Jumpers need to specialise only occasionally and so every event tends to work on similar sessions.

On Sundays the Smith squad meet at their usual pitch at the track but the whole squad might work on hill running or circuits through the nearby woods. On Tuesdays Mike hires a hall at Thornhill for indoor gym work for his squad and on Thursdays the squad meet at Deanary School - which is a recognised training venue for the Club in winter. The committee arrange hire and payment.

* Footnote These include: power hops, bounding, relaxed striding, running with gradual acceleration, running with 'high knee pick-up', exaggerated stride length etc. Athletes like to work in pairs over about 20-30 Metres - they 'run a drill', walk back and start another. They might spend twenty minutes on this discipline.

The Tuesday session is for limited numbers only and an invitation is required - the hall is available only to the Smith squad and athletes who Mike agrees on coming. The Thursday session is available to all S.E.A.C. members but Mike still manages to retain close-knit organisation of his squad. He does this through strict allocation of training time. When circulars were issued by Mike indicating re-availability of Deanary for winter training this year (1978-79) they stated: 'Gymnasium Access: 7.00 - 7.30 Young Athletes Group, 7.30 - 8.00 Mike Smith's Group'. Mike's squad were given identity here in writing and a priority time allowance in the gym. During the hour from 7.00 to 8.00 the gymnasium was closed to other S.E.A.C. members outside Mike's influence. They had access to this facility from 8.00 until 9.00 when the Smith squad went outside for a running session. If weather conditions were bad Mike would retain use of the gym until 9.00.

Internal Norms

An important norm to be observed for a close-knit squad in this situation is discipline.

The discipline is not so strict that it detracts from the athlete's enjoyment but nevertheless it is still present.

Because of the limited time available during the indoor sessions the workload is intensive. Mike dislikes idle gossip amongst the athletes during the session (and sometimes beforehand); 'they are here to work and should not need me to tell them'. Mike in fact expects his squad to discipline themselves. If chatting occurs he might not tell the people directly involved until the point is reached where the norm-breaking is obviously ruining the effectiveness of their training and the other athletes around them (see footnote)*.

* Footnote Some of Homans studies of norms and their observance could be considered here as there are definite similarities between his theories and systems of coaching and squad organisational norms.

'Control is the process by which if a man departs from his present degree of obedience to a norm, his behaviour is brought back toward that degree. Control can be effective only when that degree of obedience is the one that produces the greatest amount of satisfaction of the man's sentiments possible under the existing state of the social system, so that any departure whatever from that degree brings a decrease in satisfaction'.

(1951 p.298).

Or in athletic terms; Indiscipline and indifference to norms of squad behaviour can possibly effect overall athletic performance and bring dissatisfaction to the athletes involved.

During the winter indoor sessions the squad discipline themselves fairly well because after training there is a recognised period of twenty to thirty minutes for team games such as crab-football, handball or chairball. This recreation period allows a release from training intensity and everyone can shout and show their emotions.

In the summer, at the track, the squad lack this recreation time, in fact they lack strict allocation of time for training. The evenings are longer and lighter; the beginnings and ends of sessions vary, because the track is always an available facility.

Discipline is harder to implement in the summer. Mike likes to arrive just after 7.00 p.m. to find his athletes 'warmed-up' and ready to start training. However, the warmer weather induces the athletes to warm-up half-heartedly to sit and talk until Mike arrives. This pre-session lethargy annoys Mike and he regularly chastises the squad. The summer workouts invariably lack the collective discipline of the 'closed environment', limited-time winter sessions.

For example, as stated above, Mike expects his athletes to be warmed-up ready and waiting when he arrives. He can then set them a training session which he might or might not supervise. Even so, it is an expected norm that the athletes do wait for Mike to set the session. Yet because there is no strict allocation of training time at the track Mike himself might arrive late and so one or two athletes might start to train without him setting their session. If Mike is very late he might agree that the athletes who had trained anyway were 'sensible' but if his punctuality is only impaired by 15-20 minutes he might complain that the athletes should have waited.

On the first Tuesday session of the 1978 winter (October 10th) Mike gathered together the squad and addressed them. He stated that this indoor workout had to cater for all types of event; Hurdlers, Sprinters, High Jumpers and even one Ultra-Distance runner (Marathon and above). Therefore, the session would not be specific. It would involve general conditioning, strength and mobility relevant to every athlete. 'If people didn't like this prospect they didn't have to come'.

Mike's major coaching norm was therefore; compliance with his directions. No one was allowed to use the indoor facility for their own workout. They had to fit in with his. This in fact was a norm of behaviour readily accepted by everyone present.

The collectivisation of both Tuesday and Thursday's sessions in the 1978-79 winter was assisted by another factor. The hire of Deanary School and Thornhill Boys Club required each athlete to pay £2.40 and £4.00 respectively for the whole winter (see footnote)*. Once athletes had paid in advance to use training facilities they felt more prepared to attend sessions regularly. In the past the squad did not have to pay at Deanary and paid weekly at Thornhill, so if they missed training on Tuesdays they did not feel they were losing financially.

Mike stressed that everyone had to pay whether they were regular squad members or not. Avoidance of payment in effect was contravention of a major squad norm. With a sanction of debarment from that particular session.

Fringe Members of the Squad

Despite being a closely-knit squad Mike's group does have fringe members. This is not a contradiction because the sessions themselves are so closely-knit through norm observance that the fringe members who join in become part of the cohesive organisation. The structure of coaching leadership, training unit organisation and squad norms ensures that the part-time squad members easily comply with the regularity, consistency and systematic training of the close-knit squad.

* Footnote The fee for training might seem negligible but it is surprising how many athletes begrudged paying. They felt; 'We have not had to pay until now so why should we start this year'. In fact, once people had parted with their money it helped to maintain their regularity of attendance - and hence squad identity - especially if they disliked paying in the first place.

It would be convenient and simple if the fringe members of Mike's squad were the Jumpers and Hurdlers - this is not the case.

To explain Mike's coaching responsibilities I have divided his squad into three units; primary, secondary and tertiary. All three can be close-knit, depending upon circumstances such as environment, but generally speaking the primary is the closest-knit coaching unit under Mike's leadership and the secondary and tertiary units contain the 'fringe members'.

'Primary', 'secondary', and 'tertiary' essentially describe the regularity of the athletes training.

These sections of the squad have been called 'units'. In addition however, specific training units exist within the squad geared to particular events. There is a cross over between these two types of unit e.g. David Vidler might train on Tuesdays only which makes him a tertiary unit member of the Smith squad. During these sessions he might make up a Sprint training unit with Mike Kelly and Neil Willcocks (10 x 80 Metre hills) who are primary unit members. Even so, Dave is still a fringe member of this event-training unit as well as being a fringe member of the Smith squad.

The Primary Unit

A list of names is included for future reference, accompanied by the athlete's principal events: Val Le Moignan, 400H, Todd Bennett, 400, Carol Dawkins, 400, Maurice Garland, 400, Carolyn Woodage, 800, Phil Brady, 800, Sue Lewis, 800, Lynfa Lewis 400H, Mike Kelly, 100, 200, Neil Willcocks, 100, 200.

Mike's major group sessions correspond to the recognised 'Club training times', Sunday mornings, Tuesday and Thursday nights. The above athletes will attend these sessions but the squad will be larger due to the presence of fringe members. Monday and Wednesday night sessions cater specifically for the primary unit. In the winter, the athletes meet at Mike's house on these nights for a session on the surrounding hills or on grass at a local school.

In the summer the primary unit will still meet at the track but as Monday and Wednesday are not major training nights Mike has more time to give attention to these athletes of his squad.

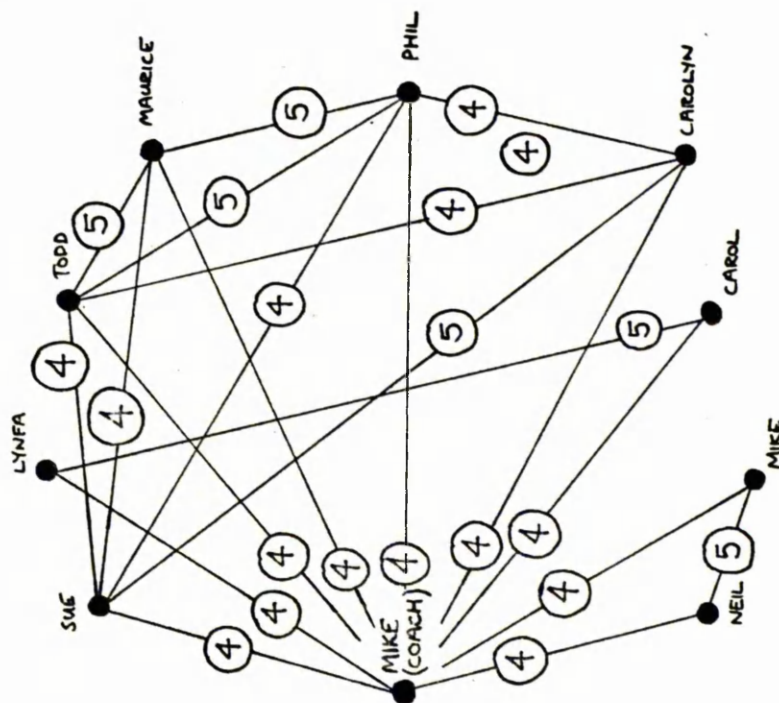
The list above shows a variance of events but even so there is a common theme of 400-800 Metre style-runners. Mike and Neil are more Short-Sprint orientated and tend to work together as a pair. Mike is still capable of running a good 400, although this would be viewed as his 'third' event. Thus if Neil is absent from the session he might join the quarter milers.

An example of a very cohesive session for the primary unit would be; Mondays in winter (see Table 4). Here the whole unit will work on a long (200 Metre) hill. During the early winter the 800-400 and 400M Hurdlers will run 12-15 repetitions with a jog recovery, while Mike Kelly and Neil Willcocks might run 8-10 - faster but with a slower, walk recovery. This means that the divided unit will not run every hill together but will start and finish their sessions in relatively close proximity. During the later winter the 400 and 400M Hurdlers might cut their repetitions and increase their speed by running with Mike and Neil.

The unit is still working together on the same hill but with a slightly different emphasis for specific events. Even so, the unit is still very closely-knit in this session. The runners are kept in close physical proximity to one another because they are training on the same incline, they are conscious of how everyone else is running, recovering and feeling generally.

The strengths of link given on the diagram (Table 4) indicate the 'session relationship'. Most training inter-action in the primary unit would be 'strength 5' but the point of the diagram is to determine the density of the session as much as the squad. Only strengths 4 and 5 have been drawn as every other link in this workout is 3. Coach-athlete links are 4 rather than 5 because Mike Smith does not: run with his athletes, time them or give them detailed technique coaching due to bad light. Every other strength 4-5 link indicates athletes physically running together. If the athletes are not running side by side, but are working on the same hill their inter-action warrants strength 3.

A MONDAY NIGHT SESSION IN SEPTEMBER 1978 (HILL TRAINING)
A MEASURE OF SESSION DENSITY.

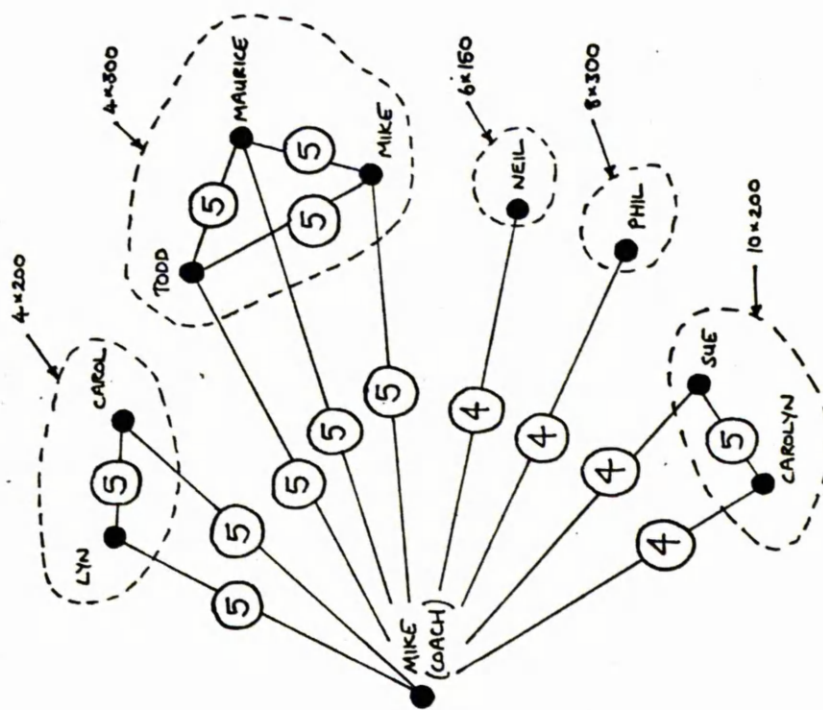


6 LINKS AT STRENGTH '5' = 30 + 15 AT '4' = 60 + 24 AT '3' = 72 = 162
45 LINKS AT '5' = 225

162 / 225 ∴ DENSITY OF SESSION = 74%

(ONLY LINKS OF STRENGTH '4' AND '5' ARE SHOWN ON THE DIAGRAM. ALL OTHERS ARE STRENGTH '3').

A MONDAY NIGHT SESSION IN SEPTEMBER 1978 (TRACK TRAINING)
A MEASURE OF SESSION DENSITY.



10 LINKS AT STRENGTH '5' = 50 + 4 AT '4' = 16 + 31 AT '2' = 62 = 128
45 LINKS AT '5' = 225

128 / 225 ∴ DENSITY OF SESSION = 57%

(ONLY LINKS '4' AND '5' ARE SHOWN ON THE DIAGRAM, ALL OTHERS ARE STRENGTH '2').

Table 4

A Comparison Between the Session Densities of Winter and Summer Training - The Smith Squad, Primary Unit.

For example:- Maurice, Todd and Phil run together as do Carolyn and Sue. Carolyn and Sue start off with the three boys and jog the same recoveries, but during the course of the sessions are 'dropped' for speed by the boys - hence less inter-action. Just as Carolyn and Sue cannot keep up with the three boys, Carol and Lynfa cannot jog their 'recoveries' as fast as the two girl half-milers. Thus there is a weaker link between the two pairs of girls.

A typical Monday night session for the primary unit in summer is somewhat different (see Table 4). At the track there might be five different sessions within the same unit. Each one specific to the competitive event. On the diagram; Lyn and Carol's session is 4 x 200, Todd, Maurice and Mike work together on 4 x 300. As Mike is training with the quarter-milers, Neil is alone in his Sprint session (6 x 150). Phil too runs alone, concentrating on a specialist 800 Metre session; 8 x 300 with a 200 Metre jog recovery. Sue and Carolyn work as a pair over 10 x 200 Metres.

Because of the 'pitch', the drill-style warm-up and the general nature of squad friendship the training units within the primary unit are still fairly close to each other. Inter-action is still high but due to the difference in sessions individuals who are not physically running together only have a strength 2 link. Inter-action with Mike Smith varies from session to session. The strength 5 links are given to two of the training units as Mike is timing all of the runs involved. He is still aware of the other four athletes and will observe most of their repetitions and the general style of their running. But, as he is not so closely involved inter-action strength is only 4.

The density of the summer session is only 57% compared with the winter 74%. However, this summer workout is only one example. Density can change from session to session depending upon the type of workout Mike sets and the athletes who attend; some might be ill, on holiday, or racing midweek. If there are bad weather conditions, i.e. a summer storm, the unit might take cover in the nearby woods and run a winter-style session of wood circuits whereby they all work in close harmony on the same session. In this case density will increase. It must be

realised that 57% is still a relatively high session density. The separate training units are still linked by strength 2, whereas in some squads they would not be linked at all. The structure of training unit organisation within the primary unit ensures a close-knit, even when separate or individual sessions are required by the athlete.

The Secondary Unit

Includes the following athletes: Alan Drayton, Decathlon, Liz Wren, High Jump and Pentathlon, Linda Nash, 100, Lesley Reeve, 100 and 200, Andy Palk, 80H, Dagmar Gorman, 100, Mike Andrews, Decathlon, Mark Padwick, 110H, Ian Crawford, 800, Lorraine Scott, 100, 200, Debra Clark 100, 200, Frankie McCall, 400H, Michael Vickers, 400.

Most of the athletes in this unit are those who only train with Mike three times per week, Sunday, Tuesday and Thursday or less. They still look upon Mike as their coach and he regards them as part of his squad. They will join in sessions with primary unit members quite easily, few boundaries develop when the units are together.

Although Alan is a fairly regular member of Mike's squad he is not included in the primary unit due to the very nature of his event. Mike does not coach Al for every event in Decathlon, only really the running disciplines. When Alan needs Pole Vault coaching he will train with his brother Brian, or on occasions, go to Les Hooper (Southern Staff Coach) at Aldershot, especially if he needs to vault indoors. When he works on Shot, he Putts with the Throwing squad (of three international Putters at S.E.A.C.). When he trains with the G.B. Decathlon squad Alan's sessions are organised by National Coach, Bruce Longden. Al would be limited if he trained merely with Mike Smith just as Mike would be limited by the severe coaching demands of working solely with Al whilst trying to run a large squad as well. (Mike still looks upon Al as a primary member of his squad and Al views Mike as his coach and indeed bases much of his training on the general conditioning and running he does with Mike).

Although Mike Andrews is also a Decathlete he is very much a beginner in the speciality and Mike Smith can coach the basic techniques he

needs for most events, unlike Alan. Due to his training only being occasional he is classified as a secondary unit member.

Another multi-event athlete is Liz Wren. Her training with Mike is limited to three times per week because she has to travel from Bournemouth. Mike supervises her Running and Hurdling but in her principal event, High Jump, she coaches herself and receives assistance from Ron Murray at Crystal Palace on occasional week-ends.

Another section of the secondary unit are the non-Club members. Sharon Clark, Debbie Clark and Lorraine Scott are all Sprinters from Portsmouth Atalanta who travel to Southampton on Sundays and Tuesdays in winter and Sundays, Mondays and Wednesdays in summer to train with Mike's squad. He also sets them sessions for when they train in Portsmouth and they recognise him as their coach. The same applies to Frankie McCall who represents Bournemouth A.C. Frances is an international 400M Hurdler and comes to Mike for advice and to train with Lynfa and Val.

If a non-Club member trained with Mike extensively, every day of the week, they could still be included within the primary unit. I have not made the above girls secondary unit members because they do not run for S.E.A.C., but because they do some of their training away from Mike.

The other athletes in this unit are regular trainers, but because of age or work/school/social/domestic/ obligations, can only train one, two or three times per week.

The Tertiary Unit

Includes the following athletes: Rod Davies, 100, Andy Thompson, 400, Pete Lewis, 800, Steve Butcher, Pauline Oldbury, High Jump, Dave Vidler, 100, 200, Dave Brett, 5000 and above, Avril Lewis, 800 and 1500, Stewart Sprawson, Pole Vault, Julie Oldbury, Long Jump, 100H.

The members of this unit still train with Mike, accept his directions and abide by the norms of the squad at one particular session a week yet would not necessarily say - 'I am coached by Mike Smith'. Most of the

athletes in this section join Mike's squad for the winter indoor sessions. They are usually 'loners', individuals who work by themselves at the track in the summer and have little squad identity during this period. Often they cannot get access to indoor facilities in winter because these might require 'group hire'. They will work with other people who agree to their joining in or ask to work in their session.

With Mike they ask if they can join one of his arranged sessions, and in general he will agree because he realises that they work alone. Mike would not claim to coach any of the athletes in this section, but he expects them to comply with the norms of his session and not to create a disturbance. It is only their good behaviour which ensures their access to the Smith squad; and their payment to use the indoor facilities.

Indoor sessions are invariably dense. Inter-action between all athletes is fairly close due to the environment. The session network is dense as it depends often upon physical co-operation between the individuals involved. This might mean shuttle relays, partner assistance, resistance and mobility exercises. Tertiary members are usually absorbed easily into the session. As a result Dave Brett and Dave Vidler are recognised members on Tuesday nights in winter. Admittedly one is an Ultra-Distance runner and one is a member of Fareham A.C. but they are still as involved in the squad session as the other athletes and are accepted as part of the session and part of the squad.

Of all the units described above; mobility is a fairly regular occurrence. This movement between units might be upwards or downwards. For example, at the time of writing (November 1978), Neil Willcocks has moved out of Southampton to help manage a pub. Although he intends to travel into the city to train, his new career responsibilities will undoubtedly effect his athletics and make his training with Mike far less regular. As a result he will lose his primary unit 'membership'.

Non-Sprinters Within Mike's Squad (relate to Table 4 if only indirectly)

Event specialisation is partially dependent upon seasonal change. In the winter; Hurdlers, Jumpers and Long and Short Sprinters tend to work together much more in basic, background, close-season training.

There is a general theme of conditioning: weight-training, hill and sand running, long, steady runs and gym work.

It is in the spring that the squad tends to break up into constituent event orientated training units. By this time Hurdlers and Jumpers want to work more intensively on technique so they can apply their strength, mobility and spring acquired through the winter months.

Despite the requirements of the individual events Mike's squad still retains close-knit characteristics, basically because of the track. In the spring and summer everyone trains at the track so although Hurdlers, Sprinters and Jumpers might be involved in totally different sessions they are in very close proximity to each other, they will warm up together and observe each others sessions. For example; Val Le Moignan might be running from blocks over three hurdles and notice during a recovery period that the last 100 Metres of Todd Bennetts 300 Metres was very tense, and she might tell him so.

Also the quality of summer training means that the athletes have to produce more intensive effort, therefore they require longer recovery time. This means that two or more athletes could be involved in completely different sessions and yet might be resting together (by the Long Jump pit 'territory') between efforts. By mixing in this way the squad can maintain its close-knit between individual members involved in different sessions.

Hurdles

There is no strictly defined 'Hurdles squad' at S.E.A.C. although there could be. In fact Mike is very much a Hurdles coach and has had extensive success in this field in the past with John Longman and Sarah Hester (see Individual Careers), Frankie McCall (senior international) and Bob Parker (junior international).

At present the Smith squad contains nine Hurdlers (three multi-eventers included) who could make up a squad specifically for their event. Problems develop though because the squad needs to cater for 400M Hurdlers (3) and Sprint Hurdlers (6). Rather than staying as one big unit in the summer Mike has found that the Hurdlers tend to train

better alone or in pairs when working on their event. For example: Julie and Liz, Mike and Mark, Val and Lyn make good compatible partners. No one has the speed to stay with Al except squad outsiders Berwyn Price and Alan Cronin. As he is only thirteen, Andy Palk has to work over 80M Hurdles alone because there is no one in his age category to train with (see below).

None of the Hurdlers will hurdle every day. They will be re-amalgamated back into the general Sprint squad to work 'on the flat' the day after a Hurdle session. Lyn, Frankie and Val will tend to run with Carol Dawkins in a 400 Metre style session while Julie, Andy and Mark might work with the Short Sprinters. Alan as a Decathlete needs both 400 and 100 Metre training and might run with Mike Kelly one day and Todd another.

This system means that the Hurdlers can avoid the intensity of pairing relationships in training. Dyadic partnerships can be effective but they can also develop increased competitiveness. This decreases cohesion within the session and consequently within the unit and the squad. When Val trained with Frankie in the summer of 1978, she always tried to 'race' her and strained too much because she was trying to beat the international 400 Metre Hurdler.

Last winter, 1977-78, Mike tended to use Saturdays as a hurdles training day, and this was one of the few times that a hurdle group identity developed in the winter. Saturday was a relatively convenient day as it meant that there was plenty of daylight for the Hurdlers to train in and the track was not as crowded as Sundays, and there was room to leave hurdles in several lanes. By setting a session of hurdle 'turnabouts' (see footnote)* the Sprint and 400 Hurdlers could work together. Frankie, Val Liz and Andy (the girls barriers were the right height for his age group) would attend these sessions. By working together, one after the other, they could compare their times without 'racing'. The session itself was very cohesive, everyone worked closely together, encouraging one another. Inter-action was dense and the session was closely-knit despite the fact that no one actually ran with

* Footnote The hurdles are placed next to each other, facing in opposite directions. The runner will start 10 yards in front of one, hurdle it, run on 10 yards, turn abruptly around, turn back and hurdle the other. The Sprint Hurdlers might run over four times, the 400 Hurdlers, six or eight. It is a cohesive session that everyone can do. It is in fact designed for 400 Metre Hurdlers to hurdle under stress, but is a useful endurance session for the Sprint Hurdlers.

anyone else.

The only other time a specific hurdle group emerged in winter was in 1974-75 when Mike used to hire a sports hall for the Hurdlers to work indoors. However, during these sessions the whole squad would attend - they were not exempt - although indoor priority was always given to those who wanted to hurdle. Coaching inter-action with Mike was always highest with the Hurdlers but he would combine these athletes with the flat-runners and Jumpers in the squad by having a communal indoor warm-up, before working on hurdle discipline. During this period the other athletes might do circuit training in the gymnasium next door or a running session outside (organised by Mike). Later in the day the training units would re-combine in the sports hall for team games and relays. Therefore the squad maintained close-knit links despite a session with specialist bias. Rather than telling only the Hurdlers to attend the workout Mike made everyone come along and adjusted the nature of the sessions so all events would receive some attention as is usual in a close-knit squad.

Jumpers

Unlike the Hurdlers there are less Jumpers to join in temporary sub-squads or working partnerships specific to their event. The best all-round Jumper at S.E.A.C. is Al Drayton but with the exception of Pole Vault, this is the area of Decathlon he works on least. In fact during my observation I never ever saw him train for horizontal jumps and only once did I ever see him High Jump outside of competition during 1978 (which he did alone).

Although Liz Wren receives advice from Mike on her Running and Hurdling; her Jumping and especially her High Jumping is more of her own concern. Whilst in Bournemouth she trains with international Ann Gilson, when jumpong at Southampton Sports Centre she coaches herself although she might work from the advice of Ron Murray.

Although Pauline Oldbury trains with Mike in the winter on Tuesday and Thursday her High Jumping is done alone (not with Liz) or with her coach, Gordon Foucon.

Of the people mentioned so far in Mike's squad none are coached by him specifically for Jumps. Mike does give some assistance on Pole Vault however, to Andy Palk and Mike Andrews. Janet Smith is coached by her father for Long Jump although she did not Jump in 1978 due to a bad back injury and Julie Oldbury is away at college for most of the year.

The Jumpers within the Smith squad are relatively disorganised on a group basis (event-orientated training unit basis). They tend to Jump alone, or rely on running training. There is little doubt that if Mike wanted to organise a close-knit Long Jump training unit he could do so. For example, through his close-knit system of squad inter-action he could mobilise: Al Drayton, Liz Wren, Stewart Sprawson, Mike Andrews and Julie Oldbury for a Long Jump conditioning and Short-Approch work session this Tuesday. But usually Mike is content for the Jumpers to do Sprint training. In fact Janet Smith found more success in 1978 at 100 Metres, which was originally her second event - because of all the Sprint work she covered in training.

Middle Distance

As explained earlier, Mike has recently established an 800 Metre training unit within his squad. Athletes such as Sue Lewis, Phil Brady, Carolyn Woodage and Ian Crawford (and Todd Bennett) came originally from Eddie's squad. They work together with the Quarter Milers such as Maurice, Val, Carol and Lyn in winter. In summer, Carolyn and Sue might run together on a specific 800 session, as might Phil, Ian and Todd.

More Middle-Distance runners are involved with Mike in the tertiary unit of his squad in winter, e.g. Pete and Avril Lewis and Dave Brett. These three are very independent though, as is typical of many Middle Distance runners at S.E.A.C.

In fact Mike's 800 Metre sub-section is probably the most closely-knit Middle-Distance organised training unit at S.E.A.C. - outside of Eddie Tabor's squad. This does not say much for the cohesiveness of the many other Distance runners.

For the sake of variety Table 5 gives an example of a squad outside

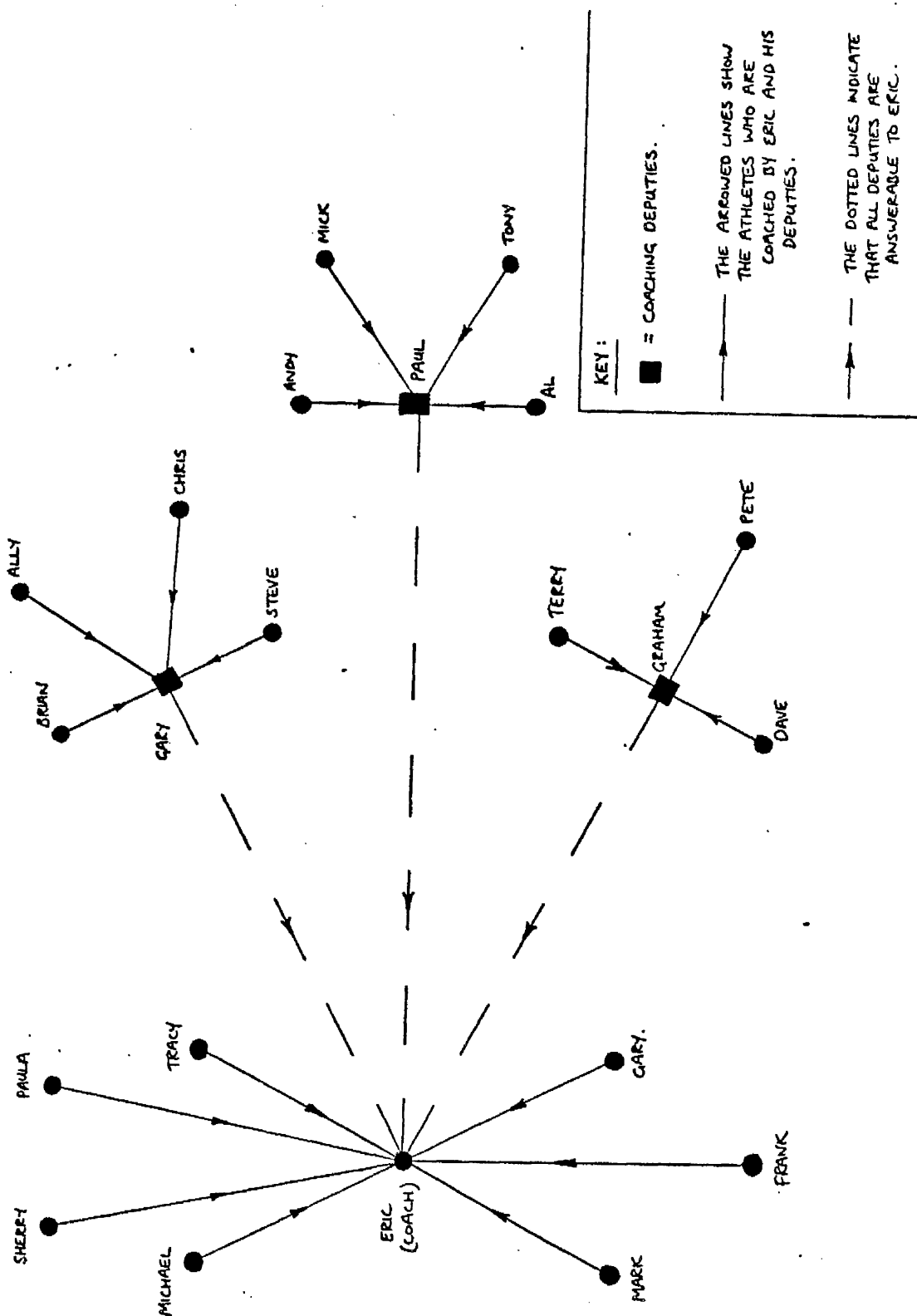


Table 5

Training Unit Organisation at Monday Weight Sessions,
Winter 1978-79 - The Brees Squad.

of S.E.A.C. This is the Brees squad at Haringey A.C. in London. Eric Brees is coach to a Sprint squad and the Table is a diagrammatic explanation of close-knit identity despite training unit organisation. Eric's squad can be compared with the Smith squad as both are geared towards sprints and both have definite organised training units. Although these initial similarities occur other differences can also be detected:

The Brees squad in fact maintain close-knit inter-action through division into training units. Eric's argument is; that coaching inefficiencies occur in a group of 20 athletes. Indiscipline, irregularity, indifference, lack of concentration and short-temperedness tends to develop in too big a squad (i.e. loose-knit characteristics). Also in an over-large weight-training group accidents can happen. To compensate, sub-squads are organised within the squad. Gary, Paul and Graham are all qualified coaches, all be it at a lower level than Eric, and can oversee a small unit whilst still being able to train too. In this way the whole squad trains efficiently and cohesively.

Close-knit identity is maintained also by all athletes 'warming up' communially. Eric, Gary, Paul or Graham take it in weekly turns to organise the 'warm-up'. Also each unit works on similar weight-training exercises, their sessions are virtually the same except for the actual weight lifted. For example, Graham's group are the strongest, whilst Paul's and Gary's are of an intermediary standard. Eric looks after the girls and younger boys. The structure of the units keeps them closely-knit. Athletes of similar standards work together and this means the coach is not constantly changing the bars for each individual.

Inter-action between the units is strong, due in part to the closed environment of the gym. Also there is a great need for co-operation as all units have to use the leg press machine during the evening (for one of their exercises). As soon as one unit finishes another tries to be ready for this facility. Cohesion is also needed in the unloading and re-stacking of weights. Tidiness saves time, and the squad only has access to the gym for 1½ hours. Linkage also occurs between the coaches; mostly from Paul, Gary and Graham to Eric - as he is still their coach. They will always turn to him for advice. Graham though might be consulted, even by Eric, due to his specialist knowledge of lifting.

Eric maintains his training unit organisation on the track with his deputy coaches. He can adapt training units to cater for different events within the sprint range - as well as different abilities. Cohesion is maintained between units by a long collective warm-up and drills session. Also the units are recombined after their specialist sessions for handicap sprints over short distances. These competitive runs are very cohesive as all abilities in the squad can race against each other in a friendly atmosphere.

Mike Smith's system of training unit organisation is much more dependent upon links to him personally due to a lack of deputy coaches. For example; at the track Mike will oscillate between three or four event-training units e.g. a starts session, a sprint hurdles session, a long hurdles session and a speed endurance session. He will time, observe, criticise and encourage. The system is efficiently worked so he can give time and attention to all units. Unfortunately, if he is absent, session organisation tends to break down. However, Mike is very rarely away from the track for a prolonged period - he might only miss one evening session at a time, and if he tells his athletes their workouts the day before they can cope without him.

In Whyte's study of the Norton Street Gang (see Homans The Human Group) he found that when Doc - the leader - was not on the corner, the gang tended to fall apart into its constituent sub-groups. When Doc appeared the inter-action of the sub-group with him tended to pull the group together again.

The last time Mike was away from his squad for a long time occurred in Easter 1976 when he went to Formia in Italy for a training fortnight with the G.B. Sprint squad. The squad he left at home was then, as now, made up of; primary, secondary and tertiary units which related to training regularity, and event training units of squad mates who tended to work together in sessions. Mike left the primary unit a day to day plan of sessions (see footnote)* for the period he was away, and the fringe members could comply with this programme on the days they attended.

* Footnote e.g. Monday: 400 runners; 4 x 300, Short Sprinters; 2 x 100
2 x 150, 1 x 200, 400 Hurdlers; 5 x 200 hurdles, Sprint Hurdlers;
8 x 3 hurdles from blocks.

Tuesday: 400 runners and 400 Hurdlers 6 x 150, Short
Hurdlers and Short Sprinters; 6 x 100.

and so on

However, the actual event training units which had always been combined by Mike's influence tended to train separately from each other. Because the synthetic track was not finished that summer the training units worked at different venues to each other and at different times during the day. Mike could impose no norms of regularity and collective training as he was absent. As far as the athletes were concerned, they had their sessions planned in advance which they carried out. No one was present to give specific coaching advice, so as long as they met their training partners they could train. They were not dependent upon working in close proximity with other squad members.

Some athletes who had to travel a long distance into Southampton to be coached by Mike began to train in their own areas. Secondary and Tertiary members who trained once or twice a week tended to find no primary members at the usual training venues because no one had contacted them (the coach's role normally) to say they were training earlier/later/or somewhere else.

What the squad lacked during the two week period was its leader. Once Mike returned the squad resumed its normal training numbers, venues and hours and consequently became cohesive again. Mike realised that squad organisation had broken down during his absence but he could accuse no one of specific norm violation. After all, the event training units had complied with his training directives, all that had happened was they trained separately from each other.

This situation is unlike the Brees squad, possibly because Eric is often away from his athletes due to the nature of his shift work, and the squad are used to working without him. He has introduced a system of deputy leadership which the athletes readily comply with. The squad remains permanent and training units retain a close-knit with each other. Deputies report to Eric on the progress of the sessions which still occur at regular times and venues. The only problem caused by Eric's absence is the immediate leadership of his particular training unit. The individual athletes might be aligned to Gary, Graham or Paul or else Pete might take over Eric's unit.

Therefore, although the Brees squad and the Smith squad are both close-knit squads composed of training units the Smith squad is more dependent upon inter-action with its leader for cohesion of those units. If Mike is away from his squad (which is rare) its density decreases. If Eric is away density remains fairly constant because all training units work in harmony.

Mike Smith's Network

Having considered athletic Club coach/leaders and networks of training inter-action, Mike Smith stands out as a very central figure not only within his squad but in the whole web of communications at S.E.A.C.

'The higher a man's social rank, the larger will be the number of persons that originate inter-action for him, either directly or through intermediaries'. (Homans 1951 p.198).

Mike, like Taylor in the Bank Wiring Observation Room is at the centre of a communication network because people inter-act regularly with him. His position in the middle of the web helps to confirm his high social rank. Flow of gossip (Epstein's idea) and information (Bott) comes to and from him. Mike likes people to give him athletic information: match results, exceptional individual performances and 'big meeting' sponsorship prospects. Also he likes to give and hear gossip about club members which is not always directly related to competition, i.e. squad and training 'news'.

Through his roles as coach, chairman, press officer and through less specified connections Mike has many athletic links within and without S.E.A.C. (see footnote)*. He is certainly the most important individual at the Club but it is difficult to use Homans term 'highest ranking'. For, although he probably is the highest in rank, 'rank' as such cannot be easily determined within the Club. It is not reasonable to rank a team manager above a coach or vice versa. The Hon. Sec. is no less important than the athletes.

* Footnote Doc (Norton Street gang) had wider contacts with members of other gangs in Cornerville, especially with the leaders and this helped contribute to his high social rank.

'The higher a man's social rank the more frequently he inter-acts with persons outside his own group (my emphasis) (1951 p.202).

Most of the network studies considered so far analyse sub-groups (i.e. squads) at S.E.A.C. Mike is an ego for a large section of the Club itself - through a series of multiplex links. If connecting lines could be drawn to individuals within S.E.A.C. which accounted for inter-action, initiation of action and results of action, time and time again the lines would emanate from and return to Mike Smith.

Homans continues;

'Yet the inter-action implies a two way process; if inter-action flows towards the person of high social rank it also flows away from him. The leader is the man who initiates action for the group - the inter-action flowing towards the leader helps to confirm his social rank' (1951 p.200).

Mike can definitely initiate action for his squad via norms. To a certain extent he can, via the committee, in his capacity as chairman, initiate action for the Club. This would necessarily be a bureaucratic method of influencing Club affairs. Mike's influence tends to decline in the immediate environment of the other squads. He can liaise with 'other squad' individuals in a team or social environment but in a training situation the leadership of the other coaches takes priority over their own squads.

The Sutton Squad

Ray Sutton's squad is another closely-knit system but is not so large scale as Mike Smith's or Eddie Tabor's. Ray's squad is event specific, it is only one training unit, related directly to the Discus. Seven athletes make up this unit and no fringe members occur. Ray is, in fact, the only coach at S.E.A.C. to have an 'ideal amount' of athletes to work with (i.e. 6-10 in McNab's view). This situation is his own wish and he tries to maintain small numbers in his squad through strict use of boundaries. Ray is not prepared to help anyone who comes to the track to throw the Discus; his main attention is always directed at his own seven athletes. He does not like to be disrupted from this pre-requisite. Any 'new' member (originally there were only two) is carefully scrutinized by Ray before being fully accepted into his squad.

In a similar way to Fred Housden, Ray has amassed around him Throwers of varying abilities, not so much to improve his own coaching knowledge (which is one reason) - but because athletes of similar talents can become too competitive in the training environment and so destroy the cohesion which is such a positive factor in close-knit organisation.

In the same way as Mike Smith, Ray maintains a strict allocation of training time. He ensures that (in summer) his Throwers are ready to start at 6.00 p.m. They warm up together, throw, work on conditioning and sprints and are finished by 7.30 p.m. This system is dependent upon a close-knit to work effectively as poor punctuality would upset the make-up of the squad. Ray is only prepared to spend an hour and a half of his spare time on coaching and will not tolerate 'wayward individuals'. All of the seven athletes are young (under 18) and are highly dependent upon a coach. Due to the technical complexities of the Discus most athletes are dependent upon a coach whatever their age. But for young athletes in particular, specialist coaching in Discus is very difficult to come by in Southampton; therefore the squad are easily prepared to accept Ray's norms of close-knit squad organisation to effect his coaching.

Cohesion is also maintained by the Sutton squad having a 'pitch' just outside the Discus cage. Because the athletes arrive at 6.00 p.m. or earlier, they can lay claim to this territory and leave their bags and disci here. Discus Throwers not in the Sutton squad might use the circle - as they have every right to do - but they might leave their tracksuits etc. somewhere else. For example, members of the Shot squad lay territorial claim to the area around the Shot circle, yet if they want to throw the Discus they do not change territory, they merely wander over to the Discus circle leaving their bags, tape measures, rags and tracksuits on their usual pitch. They are not exactly trespassing on Ray's pitch but merely maintaining claims to their own.

Ray's athletes all train together, at the same times. They work on similar techniques and similar sessions - in short they always work as one unit, - and are close-knit. The only exception to this rule occurs with the top Discus Thrower in the squad, Jane Curtis. Due to Jane's high standard of Throwing she has reached the stage where further improvement is necessarily dependent upon weight training. Ray admits

that his knowledge of specialist weight training is limited but he also feels that for a young squad such as his, time is more profitably spent on basic conditioning and throwing. He agrees though that Jane is exempt from this category. As a result Ray allows her to weight train with the men Shot Putters, with his consent, on Friday nights. As Friday is not a Discus squad training night, Jane in no way loses her group identity - but benefits as an individual without upsetting the close-knit organisation of Ray's sub-group.

(In the appendix on Ray Sutton's career consideration is given to the historical development of his Discus squad and this gives some explanation of his relationship with Jane and his determination to limit the size of his squad and keep it event specific).

The Shot Squad - An example of oscillation between close-knit and loose-knit identity in a small squad.

This is composed of three primary members: Roger Kennedy, Simon Rodhouse and Nick Tabor (nephew of Eddie).

To say the athletes are uncoached would be untrue. However, the squad is not structured as a typical system with a leader-like coach organising sessions. Roger and Simon receive advice from international (British No.2) Thrower Mike Winch. Although Nick is coached by his father Neil, he is also advised by Mike. But the bulk of the technical analysis and coaching in general is organised between the three of them. Due to the advanced nature of their abilities, possible coaches are very few in number. Mike Winch would be ideal for all of them due to the vast extent of his technical knowledge, but as his squad trains at Crystal Palace, the three Putters can only see him infrequently. True, his advice is often extremely helpful but Shot technique needs constant supervision or else the athlete develops faults that if not immediately eradicated by an observant coach can lose total co-ordination and thus shorten distance on the Throw.

Consequently the three Putters have developed their own coaching repertoire that far exceeds the knowledge of any local coach. So while one is in the circle the other two can analyse his movements and body positioning throughout each Throw.

Homans found that amongst the bank wiremen (The Human Group) help occurred between group members - if someone was trying hard but falling behind he would often be helped by his fellows. A similar situation is seen with the Shot squad where the three Putters try to work constructively together; urging each other on in the weights room, assessing each others Throwing techniques in the circle.

Due to this co-operation between all three athletes they have, to a certain extent become conscious of their own faults even without extra help, so that they can throw alone, and be aware of faults in their technique. (This would be difficult for a novice or even intermediary ability thrower). It is this ability to throw alone which on occasion can loosen the knit of the squad, because neither Putter is dependent upon the others to train/coach with. (see footnote)*.

Generally the Shot Putters work fairly closely together and arrange training cycles between themselves. For example, at weight training on Mondays, Wednesdays and Fridays, certain exercises are covered on appropriate days. The same repetitions (if not weight) are used by all three. On Tuesdays, Thursdays and Sundays they all Putt together and it is usually at these sessions that 'fringe members' attend the squad workout (perhaps three or four other Throwers, although Jane comes to Fridays weight sessions as a fringe member).

If other Throwers attend the session one of 'The 3' will always help out and give coaching advice but unlike the Smith squad, fringe members in the Shot squad are irregular.

* Footnote Roger felt that if a coach did exist in the area they would not ignore him. He said that despite the relative success of their coaching system it was not a satisfactory method. For example, how could he give constructive criticism to Simon's Throwing when at a session he was constantly having to cope with flaws in his own? 'One cannot coach and concentrate on oneself. Something has to suffer, and as an active athlete myself it is not going to be me'. After having worked with Mike Winch the Throwers coaching requirements are of a very high standard - and to find someone as satisfactory as him would be difficult.

There is no structure to their training organisation. They are not identified as part of the squad. Although Simon, Roger and Nick do not mind advising fringe members, they realise that most of the time they can never really coach them as such; firstly because they themselves are principally competing athletes and not coaches and secondly because coaching requires reciprocation and the athletes must work for the coach as much as vice versa. This is something that the irregular fringe members will not dedicate themselves to. Therefore, although 'The 3' are a very closely-knit squad other Putters who they might accept into their sub-group for occasional sessions are in fact loosely-knit to them.

The most persistent fringe member to work with Roger, Simon and Nick, as well as Mike Winch, is Jenny Garnor.

Jenny has trained with the S.E.A.C. Shot squad for eight years but her training has been marred by irregularity. Simon feels that Jenny needs a consistent coach in order to make her more consistent. The knit of the squad system is geared to its three principal athletes and Jenny is always on the fringe of the squad due to her dependence on one of them to coach her. Although the coaching and training arrangement between the three men is close-knit the arrangement with Jenny is loose. All three Putters will coach her, according to their own availability, which means she experiences three different coaching approaches. As Simon said - she lacks consistency, but this is not necessarily her fault. Irregular coaching means Jenny has no one in whom she can show absolute confidence. She cannot utilise three different methods productively and tends to throw erratically in competition when there is no coach to directly advise her.

Simon explained that Jenny has a good technical brain and can 'pick-up' pointers on Shot method. But because she attends sessions so irregularly Nick, Roger and he are for ever working on first principles with her. They find that Jenny can develop a good style by the end of a session and so have a sound foundation to improve upon two days later in the next workout. Quite often though, Jenny will disappear for two weeks and when she next comes to train they find she has forgotten the techniques she had drilled two weeks before. As Jenny is for ever starting from (technical) scratch her personal best Putt tends to be stuck at 11 Metres, instead of reaching her true potential of 12½.

Many of the fringe members who work with the Shot squad are as irregular as Jenny which points to the possibility that it is the squad system rather than the individuals which is at fault. Although all the men can coach well none is a coach as such and because of this, fringe members can never call themselves part of the squad. They are only ever loosely identified with it. On the other hand, none of the three Throwers can be criticised for the loose-knit of the fringe. The close-knit of the centre is their main priority because they are only concerned with how it can help them as competing athletes. Their first priority must be with themselves.

If, for example, Roger (the eldest) was to give up competing and turn his attention to coaching; the squad would take on a more coach-centred network. Jenny would be more consistent because Roger would worry about her rather than himself. He would give her more norms to observe so she attended regularly. At the moment, norm observance tends to be directed between the three core members of the squad rather than the fringe. The squad would probably grow due to more athletes identifying with Roger as Leader. In short, the squad would become more close-knit.

During fieldwork observation it has been noticed that the competitive intensity of the three Putters training relationship can loosen the knit of their three man squad:

During the course of the summer (1978) the three Throwers gradually split up. As a teacher, Simon tended to go to the weights gym (Terry's) in the day, when he was not at school. This meant that the squad was split on their weight training days of Monday, Wednesday and Friday. Simon still aimed to Throw with Nick and Rog on Tuesday, Thursday and Sunday, but he began to Throw in the day so that his evenings became free. He started to train with Welsh International Putter, Paul Rees at Bournemouth, because as a teacher he too was off school. Simon's excuse for leaving the squad was that he was not prepared to sit at home until evenings, waiting to train.

Roger had only thrown 16.56 Metres in 1978 as opposed to 18.46 in 1977. He was very despondent; because the background training he had lost through winter injury meant he was far from his best. He became disillusioned with the whole season and longed for winter to start so he could concentrate on 1979. His appearances at sessions became erratic and when he came he lacked the aggressive motivation that helped Nick. Roger's only incentive to compete seemed to be to maintain his No.1 ranking in the Club - he had

thrown one centimetre further than Simon and continually beat him when they met in competition. This factor is of possible relevance in the departure of Simon from the squad. Si did not want to be constantly working in the same environment as Roger with a close-knit training relationship when at the same time, he was itching to beat him in competition. But to Rog, throwing 16½ Metres meant nothing. His height of depression increased during the time of the Commonwealth Games (August) when he felt that he could have come close to winning a medal had he been at his form of the previous year.

The disappearance of Rog and Simon meant that Nick became closer to his father (Neil) in terms of coaching relations.

Nick and Neil worked extensively on technique and speed. Neil discouraged Nick from training at Terry's gym now that he could not work with the other two in harmony. (Rog had been erratic here too). The Tabor's worked with weights in their garage, and Nick's technique improved tremendously with Neil's motivation, so by early July he reached an ultimate peak and threw 16.16 - beating Simon. After another 16 Metre Throw Nick started to decline in Shot performance. The lack of competition in that period of the summer meant he was not pushed to the limit - he had no one to compete with in training to help maintain this high level and was pestered by a finger injury which was aggravated by 'flicking' the shot at the final point of delivery. Consequently he concentrated much more on his primary event, the Discus (coached by Neil).

By doing this he had broken the bond of communion between the three Putters even more. He had relinquished his identity as a Shot Putter, if only temporarily. All three had found a situation best for themselves. From being a cohesive, work-together close-knit squad there was no squad at all. This situation reinforced the problems faced by Jenny and the other fringe members who had no structured training unit to identify with. Their inconsistency was thus exaggerated by the inconsistency (loose-knit) of the core of the Shot squad. Jenny would come to the track on a Tuesday or Thursday to find no one at the circle. Rather than go home she would train alone and worsen the faults in her technique by Throwing without a coach present.

The division between the three Putters did not mean that friendship was broken but definitely the close training-cum mutual coaching relationship was.

It would appear that the Shot squad grew loose-knit because the competitive intensity of training became excessive during the season. The three Putters found it difficult to work together for five or six days a week in a summer when on most Saturdays they were trying to beat one another in competition. Because of this factor, inter-action between the three declined.

By the end of September the three became a cohesive unit once more. They realised that during the winter they would be dependent upon each other for motivation and for a competitive environment. In the summer they were so highly tuned to competition that they could survive alone. They met socially to decide the programme for the winter on indoor Throwing and weight training. Having organised a regular squad system they arranged sessions where the fringe members could join in - particularly Jenny and Jane Curtis.

Once winter training started the density of inter-action increased in the Shot squad, even amongst the fringe members. This was definitely assisted by the presence of Mike Winch at regular intervals. Once a month, during the winter of 1978-79 Mike would organise training sessions at Southampton and Calshot in his capacity as Southern Counties Staff Coach for Shot. By filming the Throwers and analysing techniques Mike's coaching assistance was of enormous benefit to the S.E.A.C. Putters. Mike is a very group-orientated coach and put great stress on cohesion at these week-ends. He utilised norms that ensured the Putters worked together. No one was allowed to plan their own workout. Mike even used norms to ensure the squad socialised as one unit on the Saturday night. The S.E.A.C. Putters accepted Mike's leadership and worked well as a close-knit squad while he was coaching. His appearances in the winter definitely helped to re-close the Shot squad's organisation.

It could be argued that despite the occasional efficiency of

'The 3's' coaching co-operative they need more than just self-discipline. Mike's aggressive but friendly nature bubbles with enthusiasm. Simon states;

'I believe in Mike - I have supreme confidence in his knowledge - as we all do'.

This philosophy of rapport is an important pre-requisite in the coach-athlete relationship as it aids success (see page 69-70). Faith in someone else is often as important as faith in the self.

Mike's leadership is also established, not only through his technical know-how but through his ability to beat all of the S.E.A.C. Throwers at Putting (his personal best is two Metres ahead of Roger, the best of the 3, 20.43 to 18.46), or Lifting.

All coaches should act as mentors to their athletes as well as technical critics but Mike's role as mentor is quite extreme. He is, in fact close to being charismatic in identity. His influence is like the Weberian 'gift of grace', - Roger says;

'With Winchie he can put forward a technical argument in support of the East German 'non-active front leg' and you know he is basically wrong. But his enthusiasm, his reasoned logic and his downright belief in what he says just convinces you he is right. We're all experienced guys as far as Shot Putting is concerned but we have so much faith in what he says I'm sure he'd have us all locking-out our knees at the front of the circle before you could say Jack Robinson'.

b) Loose-Knit Organisation

Loose-knit characteristics indicate an inconsistent clientele of squad members who train at irregular times (see footnote)*. However, as the following examples show structure still exists in loose-knit squads.

* Footnote See Table 1 - for characteristics of loose-knit squads put a negative identity on the furthest left-hand column, i.e. 'no' territory, 'no' event specialisation, 'no' training unit organisation, 'no' external norms etc.

The Young Athlete's Squad

Although S.E.A.C. organises three Young Athletes training sessions per week the structure of the groups are relatively loosely-knit. This is because:

- i) Few athletes attend more than one of the training days per week. This means that although a type of squad identity is established for 'Tuesday', 'Thursday' and 'Saturday' in point of fact three separate semi-squads exist within one sub-group.

A youngster can train regularly on Tuesday for several months and never even meet a counterpart training just as regularly on Thursdays. This is unlike Mike's squad where even fringe members tend to train once or twice a week and can still identify themselves with the more regular squad members as well as each other. Occasionally, individual young athletes 'cross over' by training twice a week but in so doing are members of two separate 'squads' as opposed to one Young Athlete's training unit.

The reason for this irregularity and inconsistency is due mainly to a lack of norms. Which in turn is due to an unstable coach athlete relationship (see ii) below). To obtain a closer-knit structure in the Young Athlete squad there is a need for one regular coach (impossible due to the large size of the squad) who can exact some norms of regularity of attendance on the youngsters. Irregular coaches result in irregular athletes. Admittedly norms of 'effort' and 'working to maximum' are not so important here. Sessions still have to have an element of fun and play, as much as hard work. But by introducing norms gradually the Young Athletes will not be so easily discouraged by the 'dedicated nature' of athletics which they will have to accept later on in their careers.

More encouragement was given to the younger age groups at S.E.A.C. in the 1978-79 winter because the committee felt that S.E.A.C. in general would benefit from increased 'resources' in the future if more Young Athletes could be encouraged to train. The chairman felt what might help the juniors to form an identity with the Club was to establish a regular 'Young Athlete's section' (see footnote)*

* Footnote The Young Athletes section is not a new innovation. Indeed most athletic Clubs try to incorporate this in their coaching and administration. Until late summer - 1976 the juniors were coached as a group by Ray Sutton but he became disillusioned with the time demands the job entailed and gave it up to concentrate on coaching Discus alone. As a result many of his

* Footnote continued ---

juniors were left in limbo although some were just about ready for the Senior squads to which they progressed. Others generally gave up. In fact with Ray, the Young Athlete squad did have a close-knit identity and the youngsters trained regularly under his coaching authority. When he left, closeness declined until the squad structure collapsed altogether and no Young Athlete section existed until now. (see Appendix on career for history of Young Athlete squad developments under Ray, 1972-76).

The way to do this was to increase training sessions which would firstly improve overall fitness and secondly help coaches and team managers to get to know the athletes as well as helping the athletes to get to know each other. This second factor is of sociological relevance because once the same athletes train regularly together they begin to accept a 'squad identity'. They become friends and recognise their collectiveness and feel part of the Club although it is within their own squad.

The potential was there in fact for S.E.A.C. to establish a more closely-knit structure which the Young Athletes could rely upon to keep them interested in athletics in general (which is the biggest problem at 10-14 years). The plan fell short though because very few children wanted to train more than once a week and the greatest majority tended to come to the Saturday morning sessions as opposed to the Tuesday and Thursday evenings. A group of forty or fifty children, training on a Saturday did not really constitute squad identity and could not possibly be aligned to one coach.

- ii) The second reason for the Young Athlete Squad's loose-knit characteristics is due to lack of specific leadership in coaching terms.

Unlike other training squads, the Young Athlete section benefits from the help of a number of coaches from S.E.A.C.: Mike Smith, Mike Gray (see footnote)*, Tony Fern and Janet Smith, all coach regularly and occasionally Ray Sutton or any of the three Shot Putters will help out in the Throwing events. Mike's plan is to give the youngsters constant variety. He realises how easily they can get bored with training and feels that a change of 'teacher' can help to avoid this.

As a result no athlete in any of the three sessions is specifically aligned to a particular coach, no regular training units are formed. Also not every coach comes to every session as they have their own coaching and training commitments. A coach does not have normal responsibilities to his Young Athletes as he knows that one of the coaches can 'cover' for him if he cannot attend the session. The athletes too change from week to week (especially on Saturdays) as some become bored and others disinterested in Athletics.

* Footnote Although Mike Gray is a qualified Senior Coach for Sprints he still competes extensively at Veteran level and coaches no regular squad or individuals.

This situation explains something about the overall structure of the squad. A regular organised system exists for the Young Athletes but it can only ever be loose-knit in its make-up because of the lack of communal identity between every youngster involved. On the other hand, the actual excess of coaches linked to the squad means that no specific leader exists whom the athletes can follow as one united system.

The Gordon Foucon Squad

Gordon is a Club member and was a former secretary of S.E.A.C. but his involvement with the Club is now relatively minor. As a coach he is only indirectly involved with the Club activities.

When he originally started coaching High Jump in 1974, Gordon concentrated his attention on the younger athletes interested in this discipline. He had little experience of the event, therefore as his athletes learnt, so did he.

He in fact started in the same way as Ray Sutton and at the same sort of time, through general young athlete coaching, to learning a particular event. Gordon, like Ray was attracted to athletics due to his daughter's involvement in the sport. At first he merely 'helped out', then became interested in coaching. He had no experience of High Jumping and learnt from scratch, an event that interested him. Gordon built up a squad of youngsters, not all of which were Club members and through them increased his knowledge of High Jumping.

Gordon's squad expanded enormously when he accepted the job of secretary to 'The High Jumpers Club of Great Britain'. This specialist Club aims to coach High Jumpers in certain local areas irrespective of Club affiliation. In this way, Gordon has become coach to young jumpers from all over Hampshire. Due to this very fact though, the squad has grown loose-knit. A vast amount of fringe members are associated with the Foucon squad. Due to the long distances many of them have to travel to attend the principal Sunday morning session Gordon's association with these Jumpers can only ever be sporadic or loose-knit.

Gordon is somewhat divorced from the Southampton and Eastleigh Club atmosphere. His coaching clinics are held in a sports hall in Southampton but often there are only a few S.E.A.C. members present. Due to his association with the specialist Club Gordon has, by necessity, to interact with other Clubs and coaches in the area. This means a distinct lack of external norms exist in the system. Boundaries of squad identity are vague. Bitchiness, rivalry and inter-squad oppositions could not really exist in such a situation. The other S.E.A.C. squads seem almost unaware of Gordon's existence.

Andy Bedford, Pauline Oldbury and Debbie Mulberry are the best known S.E.A.C. members coached by Gordon whilst the majority of other Jumpers came from other Clubs: Portsmouth, Fleet, Aldershot, Basingstoke, Winchester, etc. Some youngsters 'come and go' as S.E.A.C. members but Gordon's isolation from the Club means that these athletes are often unknown to the Club officials (particularly team managers) and are certainly unknown to most other athletes.

Andy Bedford only became part of the Club scene through his precocious talent which emerged at 15 when he Jumped 1.80 Metres. In 1978 Andy improved to 1.95 Metres for equal No.1 on the Club rankings. He states;

'I'm not really happy with old Foucon - he's good at giving you the basics and he's good for the young kids but he doesn't really know enough to help the higher Jumpers, 'cos most of his kids only reach about 1.60 at the most'.

The disrespect of Andy for his coach makes norm violation frequent, especially amongst the older Jumpers (Over 15-16). On several occasions during the spring of 1979 Andy would avoid Gordon's Sunday workouts indoors and, without telling him, jump at the Sports Centre track alone, or with his Sunday training partner, Floyd Manderson. Floyd would travel down from Aldershot to attend Gordon Foucon's squad session but would, in his opinion, get more benefit from working with Andy. The two felt they could coach and analyse each others techniques without the interruption of other Jumpers in Gordon's crowded indoor session. They were of similar abilities and enjoyed working together.

Abuse of basic training norms such as 'attendance', effectively loosens the knit of the Gordon Foucon squad network.

In the summer of 1978 Andy tended to work regularly with his partner in competition, Herve Tretout (also 1.95). Their similar abilities made them compatible training partners. Herve was older and more experienced than Andy and so could help him with technical knowledge that perhaps Gordon did not have. The two gave each other mutual help both in training and competition and S.E.A.C.'s results in High Jump improved throughout the year due to Andy and Herve's efforts.

Until Andy came on the scene Herve always worked alone on his High Jump and his High Hurdles (second event) also. He did not train with Gordon Foucon. At present, Herve is in France on National Service. Andy feels;

'Although Herv is away I still feel my Jumping can benefit by working alone. I will probably go to old Foucon this winter, but as much as anything that is only to use the indoor facilities he hires. I know as much as him and could just as easily work alone. I'd like to go to Crystal Palace to train with Ron Wyld (one of the top High Jump coaches in the South) but as I can't get up there I'll have to be content with my own coaching and a bit of help from Gordon'.

Pauline Oldbury has for several years been a key member of Gordon's High Jump squad but has recently begun to have doubts about his coaching ability. She feels she lacks the conditioning work related to Jumping and so worked with Mike Smith on Tuesdays and Thursdays (winter indoor workouts) to try and improve her spring and speed. (see footnote)*.

Debbie Mulberry is the only athlete to stay totally loyal to Gordon. His system of training has certainly worked well for her, as she improved to 1.65 in 1978 and was ranked quite highly (nationally) in her age group.

* Footnote Since the time of writing; Pauline's conditioning and strength work with Mike has definitely helped her as she improved to 1.60 this summer (1979). Also Andy's self-coaching and work with Floyd has seen him improve from 1.95 to 2.00 Metres. He has attended occasional sessions with Gordon but feels his improvement was not due to this - but rather his own efforts. Pauline continued attending Gordon's Jumping clinics on Sundays in winter but felt she could gauge her improvement not so much from Gordon's coaching of her technique but the increased strength and spring in her legs.

The other principal High Jumpers at S.E.A.C. are Liz Wren, Alan Drayton and Bob Smith. Liz, as explained earlier works alone or with Ann Gilson at Bournemouth, or with Ron Murray at Crystal Palace. Alan feels that Gordon has nothing he can teach him - 'the bar in his session never goes high enough for me to get any benefit'.

Bob Smith complains in a similar vein;

'His sessions are very useful for youngsters learning to Fosbury Flop - the bar rises gradually from 1.20 to 1.50 and that's all. If I ever try to raise it to 1.70 or 1.80 he starts complaining. All he wants to see is Pauline Oldbury do her 'high back arches' over 1.50. He doesn't seem to realise that if he improved the spring in her legs she'd clear 1.70 easy!.

Therefore, although Gordon Foucon does coach a large High Jump squad most of the older jumpers at S.E.A.C. neglect it or reject it. Gordon's looseness of knit is aided by his lack of leaderlike qualities to his older athletes. He is still a 'coach' to them but one they need for only occasional technical critique. He cannot enforce strong norms and qualities of leadership that earn respect - and hence loses his grip on his athletes.

In a highly technical event such as High Jump a close-knit relationship between coach and athlete is of great importance. There is little doubt that Andy, Liz, Al, Bob and Floyd need a coach who can supervise their Jumping all the time. They are not happy with Gordon Foucon's coaching and survive with a loosely organised system based on friendship and training partner co-operation. Most field events need a close-knit system of training inter-action. Only in the running events can individuals benefit from a loose-knit organisation - particularly Middle-Distance runners.

The Fern Squad

Tony Fern as 'Coach'

Perhaps the most significant factor of relevance here is that Tony Fern is not-quite a coach and his squad is not-quite a squad, thus the tag 'loose-knit organisation'. Tony is though a leader of an event

orientated sub-group. Through his official role as cross country secretary and team manager, Tony is in constant contact with the male (Senior) Middle-Distance runners at S.E.A.C. On a more unofficial level he is friendly, extrovert and very popular. Tony's experience as an ultra-distance runner (over Marathon distance) has earned him respect amongst the Middle-Distance athletes. He can criticise and advise athletes racing and training without upsetting them. Yet Tony states;

'I don't consider myself as a coach in the traditional sense of the word, I'm more of a team manager who is interested in the training of my team'.

Tony likes to discuss sessions with the Middle Distance athletes and is prepared to listen to the runners opinions on different workouts;

'As everyone is different I feel I can learn as a coach from their personal training experiences'.

In the same respect Tony is not afraid to give advice where he thinks it is needed, especially to athletes who train alone. Barry Kitcher is a fast improving cross country runner who can only work with Tony occasionally as he is studying in London to be a teacher. This autumn (1978) Tony advised Barry to work on fast mile repetitions in training as his speed at the beginning of cross country races was tending to let him down, and the early leaders would drop him in the (invariably fast) first mile. Barry's stamina was good and he could cope with a fast overall pace but needed a quicker start.

Although he is a Marathon runner and tends to cover many miles in isolation, Ian Burgess still regards Tony as his coach. The two discuss sessions when they occasionally meet. On Mondays Ian runs four miles to meet Tony and they then run nine together and Ian runs four more home. Through this session a definite coaching relationship is maintained, even if it is loosely-knit.

As team manager for Men's Cross Country, Tony has a good relationship with his athletes because he is active and races and trains too. He is respected as more than 'just an administrator' and runners accept him as

Tony might not call himself a 'coach' as such, but he is:-

- i) A leader of an event orientated group.
- ii) An 'arranger' of sessions.
- iii) Middle Distance runners at S.E.A.C. might call him their coach. Quite often though athletes characterise him as 'advisor'.
- iv) He represents his 'group' politically as the cross country secretary on the committee and could mobilise support from his runners as a faction to initiate policy at an A.G.M. (see pages 166-169).
- v) Although he does not feel he coaches many specific athletes, most of his cross country team members will accept and profit from his coaching suggestions.

Homans argues that this is an important characteristic of a leader;

'.... His followers must have often in the past found compliance with his suggestions rewarding and so they will be all the more prepared to comply with his suggestions on some new occasion; in ordinary language they will have confidence in his judgement'.
(1961 p.290).

The Cross Country Fraternity

In the cross country season the Middle Distance runners make up a type of 'fraternity', where everyone is friendly with everyone else. Although runners might compete against each other in the same race they are still in a team. Rivalry is strong in the heat of competition but rivals might drive to and from the race together or have a drink together on the way home from the venue. Tony will organise travel arrangements to the cross country fixture, but even if twenty runners travel in five different cars he will ensure they all meet and drive together. At a track fixture different members of the team might not even talk together but at a cross country race everyone 'mucks in'. Everybody has to run the same course, so they talk about 'their bad patches' or 'that killer hill'. The team can identify with each other, even if one individual finishes second and another 225th. Friendships also develop with opponents from other Clubs. A definite 'type' of atmosphere exists at cross country races which is difficult to describe. Although competition is involved there is also a wider association of 'man versus nature', a battle, not just against one's

opponents but against mud, hills, cold and wet as well as the miles themselves. It is this atmosphere which serves as a common bond amongst the cross country runners.

This group orientation developed in a competitive environment at S.E.A.C. surprisingly breaks down in a training situation - to a very loose-knit structure. When Tony first moved to Southampton from Birmingham he could not understand why this should be the case. He found a total lack of squad identity amongst the Senior Men Middle Distance runners. At races a good team spirit was in evidence but Saturday was the only time the runners seemed to mix. Other days of the week they trained alone or in occasional squads of two or three. At Tony's former Club, Tipton there exists a 'Harrier Tradition' of cross country and road running. Here most of the Middle Distance runners train together and have always done so. Tony explains;

'What will happen is twenty or more blokes will meet for a run and, for example, they'll do a 'five'. Now there will be runners of all abilities in the squad; there'll be Half-Milers, Milers, three Milers, Internationals and scrubbers. In the course of that five they'll do three one Mile 'efforts' flat out. The twenty runners will string out as the front blokes clock 4.15 and the back blokes 4.50 for their effort. As the front runners finish they'll jog back along the course and shout at the slower ones. Everyone will collect together and jog on till the next effort'.

This means that the front runners improve because it is their 'responsibility' to stay in front and the back markers improve, firstly because they have someone to chase, and secondly because they have little time to recover after their efforts because the front men are urging them on again. The advantage of this system of training means the wide range of abilities and distances covered by the category 'Middle-Distance' (see footnote)* can be organised in one cohesive close-knit session where all the runners can benefit.

*Footnote Technically speaking the term 'Middle Distance' covers track distances from 800 to 5000 Metres. The two longer Olympic events; 10,000 and Marathon are called 'Long Distance'. To runners these terms are contradictory as the six mile event (10,000) is far more of a 'Middling' distance than 26 miles (Marathon). Because of this situation 'Middle Distance' is used as a common term for all runners in the 800 and upwards, although they are sometimes called 'Distance runners'. Some differentiation does occur with athletes who only run Marathon and above, these runners are recognised as the 'ultra distance' boys. As cross country races do not often exceed nine miles they unify a great many runners and are, in every sense of the word 'Middle' distance races, 'Long' distance is not a common term in athletic usage - it is either 'Middle' or 'ultra' - and even some 'ultra' runners call themselves 'Middle-Distance' athletes.

Tony's ambition is to create at S.E.A.C. a cohesive work-together Middle Distance squad which will directly benefit the cross country and road running teams. By being the centre of a network of Middle Distance inter-action and in a respected position of team leadership, he has the facilities to create a close-knit squad. Tony, however, wants to create this squad without strict norm observance and specific coaching leadership. He wants few squad boundaries and easy access for all athletes to train. The very nature of these requirements contradicts close-knit identity and makes Tony's ambition extremely difficult. At S.E.A.C. there is no tradition of Middle Distance communal training as occurs at Tipton, and athletes tend to drift away after a few weeks of regular group training. This is because there is no obligation to train in this way and also because Tony will never use 'squad norms' to ensure the athletes turn up regularly - as he is not a close-knit coach he will not tell any athlete he has to train in a squad environment.

'I don't want to establish a squad for my benefit as a coach, but I do want the Middle Distance runners to work together. If they do this I will happily set a session for the group as a coach would'.

Since the early '70's' Tony has been trying to organise a Middle Distance training squad. Originally it was very informal, athletes used to meet at his house for Sunday morning runs. Generally half a dozen athletes would meet for a 20 Miler on various courses in the area. The 'squad' though was inconsistent, some runners would attend erratically. Also, because of Tony's reputation as an ultra-distance runner the session tended to attract those athletes interested in the Marathon and above. Tony wanted to encourage the whole spectrum of Middle Distance events within his sessions not a clique of one type.

In the mid '70's' a fairly regular Middle Distance session developed on Tuesdays at Bishopstoke. The runners who consistently came to this workout began to train as a squad of 6-10. The session itself lacked any cohesion at all. Brian Dawkins and Mike Howarth simply used to race flat out for five miles and defeat any objective of a 'group workout'. By chasing these two the others split up and felt they might just as well have trained alone.

Tony at that time, was more of a competitive runner than a 'running coach' - he says;

'I couldn't persuade them to run together as a group. The faster runners kept complaining that this would be of little benefit to them and when I explained the 'effort system' they didn't like it'.

The disorganisation of the session discouraged many of the runners from travelling to Bishopstoke when they could work alone from their homes and so gradually the 'squad' disintegrated.

By the late '70's' Tony became more interested in coaching than racing himself. In the summer of 1978 he managed to encourage more of a squad identity amongst the Men Distance runners than had occurred in the past years. He collected around him a vaguely regular squad of runners for track sessions. Even so the athletes involved were mainly the shorter distance runners - 800 and 1500 Metres, who needed track training.

The summer sessions conducted in a squad environment helped all of the athletes involved to benefit in their racing. The session, although it had structure and organisation (i.e. meet at the track at 7.00 p.m. Tuesdays and Thursdays for repetition 300's, 400's or 600's) still catered for a relatively loose-knit squad. During the summer the track served as a meeting place for many Club athletes. If a Middle-Distance runner wanted to work with a squad he could work with Tony who was always at the Sports Centre on Tuesday and Thursday. If no one turned up to the session Tony's time would not be wasted as he could either coach the young athletes or train himself. Sometimes he might have one Senior athlete attend and other times seven or eight.

Tony as the Centre of the Middle-Distance Network

Tony is the centre of a Middle-Distance communications network. He is the major link between all the Senior Men. He knows what runners are doing in their sessions, when and where they are training, if they run with anyone else and so on. Via gossip which flows along the network links; he is conscious of who is improving, who is 'after who's scalp' in races and who is having a struggle to train at all. He is as knowledgeable as any coach of all the athletes in his team. For example;

It was via Ian Burgess that Tony first heard of Dave Brett. Dave

started jogging to keep fit which encouraged his next door neighbour to come with him. This was Brian Switzer, a former Distance runner and S.E.A.C. member, who had retired. Their jogging speed and distance increased as both got fitter. Ian saw them both one day when out on a run - he knew Tony needed new team members and asked Brian if he wanted to race as a Veteran. Brian rejoined the Club and brought Dave with him. Dave, in fact emerged as a natural Ultra Distance runner and within two months of running had completed the London to Brighton Race and the South London '30'.

Therefore through Tony's network links he activated two athletes who became very useful Club members from a team (cross country and road running) point of view. As Tony's link to Brian was not direct but fostered through Ian it was an example of an action set.

Barnes states (1969 p.69-70);

'An action set has an originator, Alpha who takes the decision to act to achieve some specific goal. Alpha activates some or all of the social relationships in his primary star and those first order contacts he has activated respond by activating in their turn some or all of the relationships in their primary stars. Those of Alphas second order contacts who are alerted in this way respond by activating some of the relationships in their primary stars and so on. The process continues until Alphas goal is achieved'.

TONY FERN (ALPHA)	his ' <u>goal</u> ' is to find new team members and he tells his primary contacts to look out for him. One of these is:
IAN BURGESS (BETA)	who asks:
BRIAN SWITZER (GAMMA)	(or first order contact with Ian, 2nd with Tony) if he wants to race as a Veteran. Brian in turn asks
DAVE BRETT (DELTA)	(first order contact with Brian, second order contact with Ian, third order contact with Tony) if he wants to join the Club and race.

After this initial action all four athletes became first order contacts, but Alpha's goal - to get more team members - was achieved.

It was through his network that Tony made his most constrained effort to mobilise a close-knit squad training arrangement. In the winter of 1978-79 he was determined to retain the Middle Distance squad sessions which he had established in the summer. Tony felt that the 'Middle Distance spirit' engendered by the cross country season would make the workouts even more cohesive and a stable squad would emerge based on the Tipton Harriers 'effort system' of change pace running. The athletes he met socially, at races and at the track he encouraged to attend the 'effort' sessions in the coming winter. Many agreed initially that it was a good idea, but would not obligate themselves to train as a regular squad. Because of this Tony's organisation could only ever be loose-knit.

The Loose-Knit Nature of the Fern Squad (winter 1978-79)

Tony's biggest problem occurred in trying to give a group identity with regular session times on regular days to athletes who were used to working alone in their own time. When Tony arranged a session for 7.00 p.m. on a Tuesday many who had expressed initial interest declined the invitation. Ian Burgess argued that he worked his flexi-hours so he could run at 5.00 p.m. and leave his evenings free. Malcolm Price also said 7.00 p.m. was too late for him. He liked to eat after he trained and not before. Brian Dawkins also trained straight after work so he could meet his girl friend at 7.00 p.m. Some of the other athletes did not want to run fast efforts on the hard road surface and others liked to cover their training milage by running to and from work.

In effect most athletes were prepared to train with a squad as long as the squad trained when they did. They were not going to comply with a group session if it put them out in any way.

Even so, Tony did manage to arrange two regular 'effort sessions' in the 1978-79 winter, on Tuesdays and Thursdays. Generally six or seven runners would attend but the numbers fluctuated. In the same way, the personnel who made up the 'squads' changed. Some athletes came some weeks and not others. A Tuesday session one week might involve five athletes who were totally different from those of the previous Tuesday. This situation did not worry Tony as he is not a 'close-knit coach' - he did not feel distressed at the looseness of his squad organisation - only at the small numbers involved.

The Middle Distance runners came to realise that on Tuesday and Thursday there was a Middle Distance session available at 7.00 p.m., if they wanted it. No boundaries of squad membership existed as with close-knit squads. If you wanted to run with Tony you could.

As a result, individuals who coached themselves i.e. mostly all of the Senior Men Middle Distance runners, tended to join Tony's squad periodically and this meant it kept its loose-knit identity. Runners who went to Tony accepted the dictates of his sessions; he would arrange a course and plan the distances to be run at speed. In order to cater for varying abilities Tony used a handicap system whereby each runner would give the runner in front the advantage of one or two 'lamppost distance'. If Tony ran first he could, at a steady pace observe the form and effort of the runners passing him as the stagger unwound during the course of the effort - be it $\frac{1}{2}$, $\frac{3}{4}$ or 1 mile run. This enabled Tony to take on a coach's characteristics. Whilst away from him though, most athletes would return to coaching themselves.

On a Thursday he organised another run from Deanary. As this was a major Club training centre different Middle Distance runners would attend to see if Tony was planning a session. Some of the Tuesday athletes might come and others also, sometimes none at all. Most Distance runners knew Tony attended Deanary to help coach the Young Athletes squad and if they came along he would arrange a session. He did not look upon them as 'his' athletes as a close-knit coach would nor did he try to control all their training sessions. Such is the loose-knit nature of the squad organisation. As Tony is the centre of the Middle Distance network the runners can come to him if they need to and he realises that otherwise they will go out on their own or else organise a session amongst themselves and Tony is conscious of these arrangements. For example;

Mark Baillie, Paul Quick and Jeremy Barnett cannot train at Deanary on Thursdays because of night school, so they go to Paul's house afterwards and train at 9.00 p.m. On Sundays they meet at Jeremy's in the afternoon for a run of 10-15 miles. Mark will sometimes train in the morning on Sunday with John Cutress and he and John will then go to Jeremy's for another session after lunch. On Tuesday Mark and Jerry again have night

school and so train afterwards but Paul is free and so comes to Tony's session. Steve Torrence will train with Tony some Tuesdays (like Paul) and with Mark and John on occasional Sunday mornings. Malcolm Price will often run on Sunday mornings with the other lads because he is alone most week-day sessions although he used to train with Brian Dawkins until Bri started courting.

Despite the complicated nature of the above example, there is a type of squad or semi-squad organisation present. S.E.A.C. runners do train together but not in a large group. Their pattern of training inter-action is very loose and caters for two, three or four runners at a time. Sessions are not highly structured. They might be arranged by telephone, or by coincidentally meeting someone at the changing rooms on a Sunday morning.

A Middle Distance runner is the type of athlete who can most easily fit his training 'around' his external career. If he has to work or study for long hours he can still fit in a hard session by running to work, or in his lunch hour, or late at night. He is not dependent upon a 'circle', a 'run-up', a landing 'pit', a track or gym. He can 'make do' with a road or park.

Obviously having others to train with is a bonus but many Middle-Distance runners are content to work alone and those at S.E.A.C. are no exception as Tony has consistently found. Perhaps if the Club had developed from a 'harrier tradition', where large groups of runners trained together, such as Tipton and Gateshead, the athletes might have matured with a squad identity. But this has never been the case at S.E.A.C. and generally if a runner can train with at least one other once a week he is fairly happy. Homans argues;

'Leadership does not depend upon the personality of the leader but on the nature of the relation between the leader and his followers' (1961 p.287).

Tony is a leader of sorts through his respected role as team manager to his Middle Distance followers. Yet if he was a strict disciplinarian as a coach he would increase his leadership qualities and he would change the relationship between him and his followers. Consequently he could establish norms and get them to train as one large squad. (This hypothesis has been partially disproved since April 1979. See footnote p.158).

The Individuality of Middle Distance

The organisation of Middle Distance running at S.E.A.C. varies in its extent of group orientation. At one end of the spectrum are the 'loners' who train in isolation almost always. Next there are individuals who work with training partners when 'they are available' - no strict pattern occurs. The next stage in group formation occurs with runners who plan a session between themselves. This usually involves three or four friends who meet for a run at a certain time and date. Although closely-knit when training the 'squad' might only work as one irregularly and tends to be composed of runners with an individual bias to training (Mark, Jeremy, Paul, Steve and John).

A major advance from this stage is the group with a recognised name, such as 'The Tony Fern Squad'. Tony's organisation is fairly loose-knit. More structure is given to group identity through the organisation of regular sessions which Tony always attends. The make-up of the athletes varies somewhat as they are not bound by norms of attendance here.

The upper level of group characteristics would occur with a squad such as that run by Eddie Tabor. Here a close-knit network of relationships exists between athletes in the squad. Regular sessions occur, attended by regular athletes. The coach sets norms and the athletes observe them. Units of runners within the squad work in close harmony.

This means Middle Distance running provides a great variety of individual and group characteristics in athletics. An article in 'Guide to Distance Running', looking at the relevance of running says:

'Its real values are its closeness and togetherness' and goes on to explain that this is not as contradictory as it sounds; the article continues;

'A runner wants to feel apart from the mass, to be a distinct individual. But without the opportunity to share this feeling with like-minded individuals the personal experience is meaningless. Running offers some of both, being alone and getting together'.

George Sheehan argues (1973);

'Running is an individual sport. That side of it gets the most attention - and rightly so. But even the most independent of runners sometimes needs someone he can lean on - for praise or sympathy, for advice or simple company. The best support comes from other runners'.

In The Complete Runner ('Runnings Team Spirit') the editors argue;

'Tribal instincts urge the banding together of small groups with common interests and goals. This results in team relationships even in a sport as individual as running. It is not the same kind of relationship found in say football where individual players can submerge themselves totally into the team machine on game day.

In running, runners pull strength from the group (squad MJ) so they can race better than they could if they'd gone in alone. But on race day they must run alone again'. (1974 p.357).

Arnd Kruger (1973) found in the environment of a West German athletic Club that the distance runners took on various group identities in training:

'The cliché of the 'loneliness of the long distance runner' is too strong in the mind of sociological researchers and running training groups have not yet caught their attention. As far as I know, no serious study has been made of such groups. Yet it has been my experience that it is precisely these Middle and Long Distance runners who seek group contact and do their training in small 'teams' ' (which I have called 'squads' MJ).

The style of training that many runners now do may contribute to this tendency. The long, steady runs that most athletes include in their programmes for at least part of the year are especially suited to group effort.

Of the forty runners at A.S.D. Darmstadt, Kruger found most trained in groups.

'Although distance runners are usually characterised as 'introverted' most of the athletes in this Club named 'group solidarity' as their most important training motivation'.

During the winter, the runners broke into two distinct groups; the Walter Webba Group and the Six O'Clock Group. The first group was bonded under a leader while the second were identified by a common starting time.

Weba as group leader determined running direction and pace of the effort for his squad. He was neither the best runner, nor the athlete with the most technical or coaching expertise. He was the most strongly group-orientated and the most respected.

Tony is similar in type to Weba. He is not the best runner but is one of the oldest and most experienced. He does not regard himself as a coach but values group training for distance runners and tries to encourage athletes to work in this way. Tony - like Weba, does not want the group to work against itself by 'racing' in training.

Kruger's characterisation of Weba has significance when applied to Tony;

'A participating group leader has special significance as a neutralizer of rivalries. In groups without such a leader there is always the danger of oversteering. Best results come from co-operation in these runs rather than competitive training'.

On training runs Tony is always prepared to get the whole squad to slow down if he detects two athletes starting to race - and so split up the bunch.

Weba's squad was much more closely-knit than Tony's though. It always trained at the same time; 4.30p.m. and from the same base. With an average of seven runners at every session Weba's group had a more regular make-up, whereas Tony's athletes attend his sessions more sporadically. Outsiders had a hard time falling into Walter Weba's stable group unlike Tony's where membership fluctuates more. In this respect Weba's group is more like Eddie's whose boundaries of 'membership' are stronger than Tony's.

It would seem as if Tony is striving towards a method of group training similar to Weba's, as this is the highly successful system used at his old Club, Tipton. Both Tipton and A.S.C. Darmstadt reaped success in national team competition from their group training. The German Club repeatedly won the National Forest Running and Marathon Championship while the English Club won the National Cross Country and 12 Man Road Relay in 1978.

Comparisons between S.E.A.C. and A.S.C. Darmstadt are more difficult after Tony Fern and Walter Weba.

The 6 O'clock Group has no similar type in Southampton and at the other extreme, the close-knit of Eddie Tabor's squad was not seen at the German Club. In Kruger's study a coach existed as separate to Weba who could be consulted by runners. No rivalry existed between (squad) leader and coach. At S.E.A.C. Eddie is both leader, mentor and coach to his athletes, although unlike Weba he will not participate with his athletes on long runs.

Eddie might give Janette Dawkins (see p. 92) a deputy leader role but this would be temporary and could not be compared with the influence and prestige of Weba.

Kruger found that strains on membership of the Walter Weba group came in the competitive season during periods of specialised training. The long steady runs of the group (autumn and winter) did not satisfy the requirements of the shorter Middle Distance runners when there was a need for track training in summer.

'It is hard for a person who has trained all winter with the group to start running alone or at most with one partner' (1973).

Eddie's close-knit and highly centralised squad overcomes this problem through the organisation of training units. Although at first glance, subdivision of the squad appears to be loosening its knit, it is in fact maintaining close links. Because Eddie is a non-'running' coach he can act as leader to every single unit. Weba, as a participant, would have to join one of the units and the others would then lack leadership. Also Eddie's units, although training slightly separately, still identify with each other and will always work in the same environment, be it track, country, hills or road. This means they still identify themselves as one squad and consequently are even close-knit than the Walter Weba group.

c) Norms

Norms are a definite organisational method in squads. They can in fact establish and maintain a close-knit squad and yet they can ruin the

structure of a loose-knit organisation. For example;

If Tony tried to assert his authority over the training of all his team the independently inclined Middle Distance runners might be easily discouraged from working with him at all. The very reason that attracts athletes to Tony (even if irregularly) is his lack of strict training norms.

The young athletes do need some discipline at training but would be quickly discouraged if sessions were 'too much like school, with lots of rules'. The youngsters sessions need to have an element of play. The juniors should not be prepared to accept the self-discipline and squad discipline (internal norms) of the more mature athletes. No young athlete has to accept extreme norms in athletics. A coach should never have to say;

'If you don't train more than three times a week or more you won't get to the top',

to an eleven year old!

Internal Norm Violation

Violation within the squad is to be considered below as Homans argues that this helps to realise the strength of the norm itself.

The Smith Squad

In the winter of 1977-78 Mike organised regular indoor sessions at Thornhill. He invited specific athletes to the session as the small hall could only cater for a limited amount of people. Mike was dependent upon them all attending each Tuesday as their weekly subs helped pay towards the cost of the hall (see footnote)*.

* Footnote In the winter of 1977-78, the athlete's fee for use of the Thornhill facility was paid weekly.

In 1978-79, money was paid in advance for the whole winter, thus the hire of the hall was ensured, even if attendance figures dropped during the course of the winter.

Thus the norm of attendance at sessions was even stronger than usual here. But one of Mike's athletes, John Longman started to violate this norm and turn up occasionally. He missed out sessions at other times in the week when Mike waited for him and then he disappeared altogether.

After being away from training for about a month John came to the Tuesday indoor session and joined in. He did not explain his absence to Mike (further norm violation) and Mike said nothing.

Later in the evening John told Mike that he was prepared to start training again, but had no intention of competing in the summer- John said he was going to train regularly - but only on Tuesdays. (Which was a far cry from his previous six days a week training).

The next day Mike telephoned John's father and said he did not feel it was worth John's while to train with the squad when he was not gearing himself to competition, and if he just wanted to keep fit there were plenty of nearby fields to train in.

This example throws up several norms which Mike saw as violated; The major violation was against the norm 'you train to compete'. With most coaches, but Mike especially this is very important. The effort that both athletes and coaches put into their sport in the non-competitive part of the year must reap some reward - and this is success in the summer - in competition. True John's competitive success rate was declining but he had trained hard until his first absence and the summer might have been very profitable for him. In fact Mike was insulted as a coach by John's refusal to compete - but still keep fit - he felt he was doing so at his 'expense'.

The second major norm violation which John incurred was his failure to turn up to sessions in general. At first he used to telephone Mike, with an excuse and then stopped doing even that. When he did reappear he broke another norm by just joining in the session without explaining to Mike where he had been for the past month. Finally, though probably least important, John abused the carefully organised Tuesday night session, at first by failing to come and secondly by choosing it as his one session of the week. When, as the session was limited to so few, it might have been fairer to give up his place to an athlete of Mike's squad (even if a tertiary member) who did not come on Tuesdays but intended to compete in the summer.

This example also shows how a sanction operates after a norm violation. A norm is such -

'only if any departure of real behaviour from this norm is followed by some form of punishment' (Homans 1951 p.123).

'A norm is in this sense what some sociologists call a sanction pattern' (1951 p.123).

John was punished by being rejected by Mike and not allowed to train with the squad. John turned up a few times despite Mike's action and although the rest of the squad still spoke to him, John felt 'out of it' and gave up athletics altogether.

People who saw John some months later said he was still keen to train and even compete again but he felt if he reappeared at the track he would be answerable to Mike and a strict set of norms (which he called 'rules') which was incentive enough for him to stay away.

As well as a nuisance, John was to Mike, in sociological terms, a deviant individual who symbolised a threat to the overall unity of the squad's close-knit organisation.

Footnote

Homans argues (1951 p.145);

'Occasionally persons who stand highest in a group do not conform strictly to the group norms. Up to a point the surer a man is of his rank in a group the less he has to worry about conforming to its norms'.

Alan Drayton could fit this category. Although not always a primary squad member he does have a type of high rank in the Smith squad. This is given to him in part, due to his age and experience and also his international status and competitive prowess in many athletic disciplines.

Mike often complains about Alan's irregularity at training and his promises to attend sessions and then failure to do so. But he never applies sanctions to Al - like he did to John - Al is still made welcome in the squad when he does attend. Therefore Alan has a special position in the squad. He achieves a type of high rank through respect shown him by coach and squad colleagues alike.

The Sutton Squad

As mentioned earlier, Jane Curtis is a privileged athlete within Ray's squad due to the fact that she is permitted to train with another squad (the three Putters). In late September 1978, Ray felt she stretched this privilege too far.

Jane had finished competing for the summer and asked her coach for two weeks rest before she began her transition into winter training. Ray only reluctantly agreed as the rest of his squad members were still training and he wanted to avoid dividing the unit. Jane found though that she could not relax at home and felt the continued need to train despite there being no obligation and indeed no special need at that period of the season.

Nick Tabor was in a similar situation - he could not stop training and so decided to re-direct the emphasis of his work from Throwing (especially as this would rest his injured finger too). By running two or three miles at sessions instead of Throwing, Nick utilised the East German method of 'active recovery' based on the principle of 'a change is as good as a rest'. Jane joined him.

The problem was that Ray saw her running one evening when he was coaching the rest of the squad - he asked her what she was 'playing at'. He felt cheated that she had asked for rest when he had not planned it for her - then went out and trained anyway, hoping he would not notice.

Ray applied no sanction to Jane's norm breaking but she admitted that she regretted her action and felt guilty; 'as if she had let him down'. It in fact gave her the determination to work hard for Ray during the winter so her performances would improve.

External Norm Violation

Mentioned earlier was the statement 'the coach might also introduce a set of norms that do not relate strictly to athletics training and competition. These basically say; 1) You do not train with other coaches or other squads'. (McNab argued that 'The Obsessive' coach might introduce 'paranoic' attitudes towards other coaches and other squads).

The examples below describe the political activity which sometimes characterises the relations between squads. This informal political inter-action can be observed most easily in terms of external norm violation.

Because of Tony Fern's official post as Men's Cross Country Team Manager he necessarily comes into contact with some of the younger boys coached by Eddie Tabor. During the course of the 1978 winter he asked them, as he asked all the Middle Distance athletes; whether they were interested in a group session on Tuesday or Thursday. Eddie's boys said 'no' because they trained with his squad on these days.

Gary Barber, the Robson twins and Neil Graham travelled eight miles to train with Eddie on a Tuesday. They began to find it a problem even getting to the sessions, let alone coming home, but their loyalty to Ed obliged them to go. The irony was that Tony's 'effort' sessions took place on the local roads around Bitterne - where they all came from.

In January 1979, Tony asked them if they were having problems getting to Ed's session in Eastleigh. They agreed they were. He reaffirmed his previous offer of training and this time they readily accepted.

The three boys started to train with Tony on irregular Tuesdays. They were careful not to tell Eddie what they were doing. Gary felt;

'Mr. Tabor wouldn't like it if he knew we were training with someone else at Southampton and Eastleigh. We just tell him the three of us go out together for a run locally because we couldn't get a lift to Eastleigh'.

Tony did not mind if Ed found out.

'I don't know what he's worried about. I'm not trying to poach his athletes. I still recognise they belong to his squad, but they are still free individuals. I don't coach Steve Torrance, Paul Quick or Pete Lewis, but they still come to my sessions on the odd Tuesday'.

Here we see the importance of inter-squad norm observance to a close-knit coach - Eddie - and these very norms have rubbed off on his athletes, Gary Barber, the Robsons and Neil Graham (as they were intended to). The

boys are conscious of their violation (i.e. training with another coach and squad) and it bothers them. They try to keep it secret. To the loose-knit coach, Tony, there is little concern with external squad norms which he feels can break up a 'useful community spirit between the Middle Distance runners'. But in the interests of the three boys he keeps their involvement in his session as quiet as possible as he realises that Ed will not like their violation (see footnote)*.

The next example does not describe an actual violation of external norms but is still relevant to its importance in inter-squad relationships.

Because he is a Decathlete, Alan Drayton can never be totally loyal to one coach due to the nature of the event. Even so he respects the assistance of Mike Smith who supervises his running events. Mike realises that Al needs additional coaching for such technique events as Javelin, Shot, Discus and Pole Vault and adapts to this situation.

When Alan won his Commonwealth Bronze (1978) his worst performance in the ten event Decathlon was certainly the 1500 Metres. Al was determined that during the winter he would improve his endurance and try to make substantial gains in the metric mile. Tony Fern offered Al his assistance by suggesting he worked on the 'effort' sessions with the Distance runners. Alan was at this time covering his 'milage' alone and Tony realised the difficulties this would provide for a heavy Decathlete. By running 'efforts', Alan could be handicapped accordingly and would be able to gauge his improvements in relation to the squad around him. Al refused however, as he felt obligated to Mike Smith as his 'running coach'. Ironically though, Mike's sessions were geared more towards 400 Metres and so Alan was still lacking in training for 1500, unless he did it on his own. The external norm of 'loyalty' which Alan did not always have to observe became important in relation to Tony.

*Footnote If reference is given to Table 2 the above norm violation is depicted in diagrammatic form. The Youths training unit is composed of Gary Barber, Gary Robson, Gerry Robson and Neil Graham. In September 1978 the Youth links with Eddie are strength 4 and between themselves, also strength 4 (except for 5 between the twins). Yet in January, when they started training with Tony their inter-action with Ed is weakened to strength 3. Because they are 'conspirators' in violation they interact much more and increase their links to strength 5, with each other.

Another example of external norm violation which occurred in the winter of 1978-79 was when two of Mike's Middle Distance sub-section trained with Tony. Mike was keen for Carolyn Woodage and Sue Lewis to run some extra milage on Tuesdays as the indoor session at Thornhill was not directly relevant to their event. Mike wanted Sue and Carolyn to go out for a run, and when they returned to complete the last half of the indoor workout. Coincidentally, as Sue and Carolyn were preparing to leave the Fern Squad were also starting their effort session. Tony suggested they joined in and the girls willingly accepted. The two Smith squad members were glad of the company on their run. They enjoyed the session and found it to be beneficial - but they never did it again. The next week Mike made sure they completed the indoor session first then sent them out on a run with the rest of his Middle Distance sub-section, after the Fern squad had finished their workout.

By training with another squad and another coach Sue and Carolyn had violated 'loyalty', a principal external norm. Mike would have expected them to refuse Tony's offer (as Alan had done) and run somewhere else. The next week he made sure they were not tempted to violate the norm again. To Tony though, 'norms' were irrelevant. He was merely offering two Middle-Distance runners a session in the same way as he did to Gary Barber, the twins, Neil Graham, Alan Drayton and anyone else he felt could benefit.

Norms Without a Coach in Close-Knit Organisation

It was mentioned earlier that squad norms are organised by the coach. The Shot Putters definitely have some norms between them though which they establish themselves. Each of the three expects the others to be punctual at sessions. If someone cannot come he should always telephone the others to tell them. Each Thrower is expected to work flat-out in training - and knows that if he slackens one of the others might 'get the upper hand' on him. These characteristics are in fact mutually agreed upon expectations as much as norms as it could be argued that a lack of norms caused the break-up of the squad in the summer of 1978.

If Mike Winch had been present as a coaching leader he would never have allowed Roger to drift away from the squad. Roger would have felt normatively obligated to Mike as his coach. As there was no leader present when Roger left the group he felt little loyalty to the other two, especially

Simon who was coming closer to beating him.

It seems that when all three Throwers are training well they respect the norms of the group; Roger states:

'We established a productive group so we could all feed off that group'.

But when someone begins to throw badly he feels no loyalty towards his fellows because no leader is constantly present to ensure he gives it by staying with the group until he survives the trough in his performance. If Roger wants to feed off the competitive nature of the squad he has to expect to survive problems within the squad - or he might just as well train alone.

In the same way, Simon, who was initially very keen to establish a squad training system becomes a major norm abuser during his school holidays and tends to train alone or at inconvenient times for the other two. In a close-knit squad of three, norm violation, such as absenteeism, completely disrupts the structure of the system. When Simon returns to school and trains in the evenings during term time he is first to complain if any of the others fail to attend a session.

d) Classification of 'Types of Squad' Using the Andreski Model

In the Introduction my analyses of 'types of sport' and 'types of event' using the Andreski cube were based on the following three criteria: Participation Ratio, extent of group training, and individual or group identity in the sport or event.

In order to categorise types of squad these criteria had to be changed to characteristics which after fieldwork I found more in keeping with the squads I had observed.

As a result the following were chosen as they are all central issues

involved in squad organisation.

- i) Extent of squad leadership ('L' for substantial squad leadership, 'l' for little or no squad leadership).
- ii) Degree of separate training unit organisation in the system ('T' for extensive training unit organisation, 't' for little or none).
- iii) Strength of squad knit ('S' for close-knit, 's' for loose-knit).

The flexibility of the Andreski model enabled me to do this productively and stressed the importance of the cube as a working model open to manipulation - depending upon circumstances.

On the cube some squads are shown more than once. This signifies that due to certain circumstances the squad organisation changes. Such change is usually temporary. Although not connected with S.E.A.C. The Brees Squad from Haringey appears on the model. This helps to give a further example of squad type. Rather than leave this corner of the cube blank I felt it profitable to use material from another Club to help explain the varieties in squad organisation. As Eric's group had been quoted previously in the thesis his inclusion was not totally out of place.

1. LTK; i.e. A squad with a leaderlike coach who utilises separate training unit organisation and maintains a close-knit. e.g. The Smith and Tabor Squads.

Despite their quasi-factional rivalries, Eddie and Mike's Squads have very similar organisational structures - despite being geared to different events.

Coaching leadership is strong and a close-knit is maintained by strict allocation of norms. Training unit organisation is very efficient and helps to maintain the closeness of knit.

The example of organisational breakdown which was given earlier (i.e. Mike's 2 weeks in Formia in 1976) changed for a fortnight, the characteristics of the Smith squad from LTK to lTk. When the leader was absent the strength of knit which linked the separate training units declined. Each unit trained in isolation and this resulted in the squad splitting. When Mike returned to Southampton his leadership linked the separate units with one common training time and venue and close-knit organisation for the whole squad was resumed. (N.B. Eric Brees's Squad, with him present as a coaching leader also fits the LTK corner of the model).

2. ltk; i.e. A squad without a leaderlike coach, without separate training unit organisation and with a loose-knit. e.g. The Tony Fern Squad.

Tony views himself as an 'advisor' and a 'Team Manager interested in the training of his team'. His leadership qualities are not stressed to the extent of Eddie or Mike.

Separate training units usually occur when a coach cannot work effectively with one unit due to the size of his squad. Tony's squad size varies with circumstance but is usually small. Yet even if he has 10-12 athletes they generally work as one unit on the same session.

Due to the lack of norms and relaxed attitude to attendance, Tony's squad has an irregular make-up of members and must therefore be categorised as loose-knit (see footnote)*.

* Footnote The fieldwork on S.E.A.C. was carried out primarily from March 1978 to March 1979 with certain references to past years. However, during the spring and summer of 1979, significant changes have occurred to the Fern squad. Rather than make this a central issue I have confined it to a footnote as alterations to the text would become a never-ending process. It is my contention that if an Andreski cube was applied to S.E.A.C. now (September 1979) the Fern Squad would fill an LTK classification. This is due firstly to Tony's resignation from the post of Cross Country Team Manager - to concentrate on coaching (April '79).

He is therefore no longer a 'Team Manager interested in the training of his team', but a coach concentrating on the performances of a squad of athletes. Secondly, Tony stopped 'helping out' the Young Athletes Squad and grouped around him all of the youngsters essentially interested in Middle-Distance. This means they are now identified as 'Tony Fern's Young Athlete Squad' and they train at similar times to his Senior runners but on different types of workout. This means Tony has immediately established a system of training unit organisation based on age and ability.

Tony's Young Athlete squad are fairly close-knit but many of the older athletes - although more regular in attendance than in the past - still train on their own. They use Tony when they want an 'advisor', a group session or a 'timekeeper' and this results in the squad retaining loose-knit identity. Tony also keeps a relaxed attitude to squad boundaries and norms and is prepared to help anyone who is interested in Middle Distance. As a result he remains a loose-knit coach even though he has become more of a coaching leader.

Increased leadership and training unit organisation generally suggest a closer knit. Tony's squad is at present closer-knit than it used to be but lack of norms and boundaries still keep it loose-knit overall. Regular session attendance by the young athletes gives them quite a close-knit training unit but as the average age involved is 11-14, strong dedication and aspiration norms would be an excessive characteristic of close-knit identity in athletes so young. Tony realises this - and except for some norms of 'discipline' and 'regularity' his young athletes squad is only marginally close-knit.

3. 1tK; i.e. a leaderless squad with no separate training unit organisation but it has a close-knit. e.g. The Shot Squad.

The three Putters are advised and inspired by Mike Winch but due to the fact that they only see him periodically the squad lacks coaching leadership 90% of the time. The three Throwers can coach each other due to their experience and knowledge of the event. But this arrangement requires much inter-action and a very close-knit within the small training unit. In the summer of 1978, competition rivalry, disillusionment and injury caused a loosening of this strong knit and a virtual dissolution of the squad. Significantly, the close-knit was resumed through Mike Winch who came to Southampton periodically during the winter of 1978-79 and acted in a capacity as coaching leader to the squad. Thus, although usually 1tK in type the Shot Squad has been both 1tk (summer 1978) and 1tK (when Mike Winch is present).

4. 1Tk; i.e. a squad without a coaching leader, with training unit organisation but with a loose-knit. e.g. The Young Athlete Squad.

Although several coaches are associated with the Young Athlete Squad none of these has a regular group of athletes whom he coaches with specific leadership qualities. Coaching is marked by its changeability and lack of norms. This factor exaggerates the looseness of the squad knit as both coach and athlete feel little loyalty to one another. The youngsters often attend irregularly and the coaches feel only marginally responsible for their athletes. No regular norms are enforced. Although training unit organisation has been stressed as a feature of the Young Athlete Squad it is probably better described as training unit disorganisation. However, specific division does occur by event. Usually one coach will supervise youngsters who want to Jump. One will look after 'Throwers' another Sprints, another Hurdles, and so on. Unlike the Smith and Tabor squads, who utilise training unit organisation as a method of cohesion amongst varying events, the Young Athlete Squad is very divided and the athletes in different disciplines have little inter-action with one another.

5. Ltk i.e. a squad with a leader, no separate training units and a loose-knit. e.g. The Gordon Foucon Squad.

Gordon's 'qualities of leadership' might be doubted by some of his squad but significantly, he is recognised as the coach by his athletes. Comparably Tony Fern might be viewed as an 'advisor'. This is as much the difference between a technical field event and Middle Distance running. Gordon expects regular attendance, loyalty and discipline from his athletes. He might not always receive these but the athletes fill a role in a two way relationship. Gordon's athletes need him as a technical advisor whilst Tony's senior athletes use him. (as a 'timekeeper' or 'group session organiser').

Although Gordon's athletes might complain about his sessions and occasionally avoid them, they still attend some, and when they do they comply with his advice and directives. They let him analyse and criticise their techniques and accept 'session norms' such as 'waiting turns' for the landing bed and waiting for the bar to be raised.

Criticism of Gordon occurs within his own squad, from athletes such as Pauline Oldbury and Andy Bedford, but they will still admit that he is their coach.

As the Foucon Squad is event specific, only one training unit occurs. This factor aids a loose-knit as the more talented jumpers need specialist attention. By trying to make them 'fit in with the rest of the group' and encourage close-knit identity, Gordon is in fact discouraging Andy, Floyd and Pauline from attending his sessions. They know they will, by complying with a group session geared to less talented Jumpers, suffer as individuals. As a result they abuse his norms of loyalty and attendance and plan their own workouts - thus loosening the knit of the Foucon Squad.

6. LtK; i.e. a squad with a leader, one training unit and a close-knit e.g. The Sutton Squad.

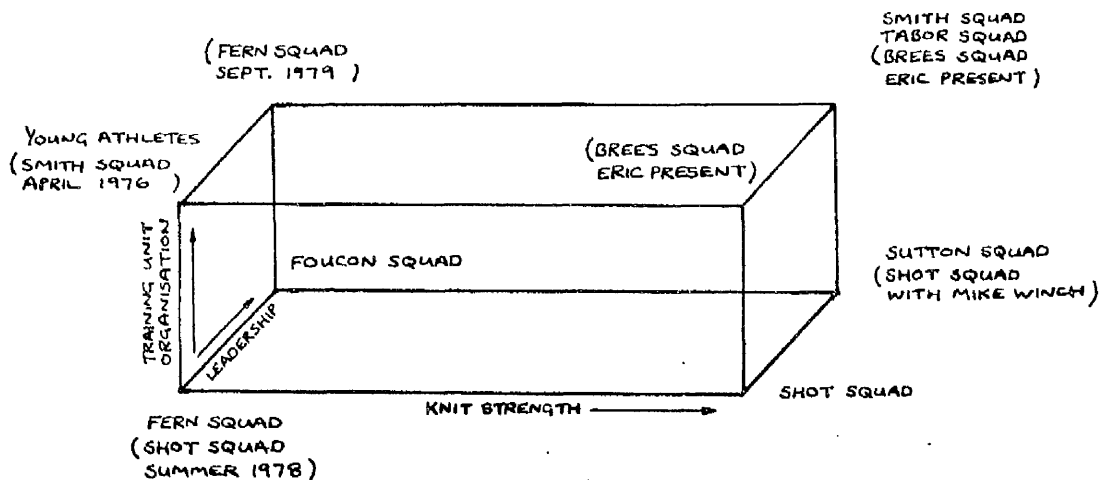
Of all the squads discussed so far, Ray Sutton's probably fits its corner of the Andreski cube most adequately. His strong leadership is directly related to the close-knit and he manages to maintain this by working with a small, event specific squad. Norms are efficient and well observed. The Discus Throwers thrive on the organisation of the squad and sessions in general.

7. LTK; i.e. a squad without coaching leadership but with training unit organisation and a close knit. e.g. The Brees Squad with Eric absent.

This is a very difficult category of the model for any training arrangement to fill. However, Eric has managed to organise a squad which can retain a close-knit and efficient training unit organisation when his shift work prevents him coaching.

Separate deputy coaches exist for several training units but the units, through Eric's influence still work in close harmony with each other. They warm up together, work on drills and warm down together. Only the session in the middle causes any division and if the units train on the same workout even this is marginal. The athletes identify with their 'coaching deputy' and realise that he is responsible to Eric - norms rarely break down. When Eric returns to the squad, separate unit organisation and deputy leadership is often maintained. The important difference is that he now re-assumes coaching leadership over his deputies who are still active athletes themselves. Training unit organisation and knit strength are unchanged and the squad becomes LTK.

All bracketed information indicates a temporary or very recent situation



Although six pure types of squad exist in one situation circumstances can change the characteristics of the squads and so reposition them on different corners of the cube. This is the beauty of the Andreski model. Its flexibility helps to indicate how the three criteria can vary, not only from squad to squad but within the same squad over a short period of time.

4. The Role of the Squad as a Non Group

Due to its non-corporate characteristics I tried to identify the squad with other theoretical concepts in network analysis. Despite the amount of organised typologies in this field the squad could never quite be totally associated with any classification. Indeed it seemed as though 'the squad' had provided a new social entity with which to confuse the already undecided issue in the network fracas.

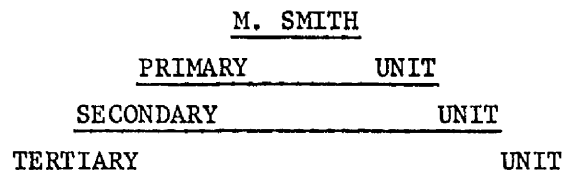
The Action Set:

Like the squad the action set is non corporate. The squad too is used to achieve collective action and in the same way as nearly all squads, the action set is ego centred.

In a squad, unlike an action set all members are in direct contact with ego, therefore to achieve action all the coach has to do is activate the relationships within his coaching system (see footnote)*.

* Footnote Mayer has since argued (to me personally) that action sets can be single stranded in their linkage to ego, and are not always made up of second and third order contacts.

Also the action set is impermanent. Admittedly the squad periodically changes its personnel but as long as the coach remains leader the squad has a relatively high degree of permanence. Rather than being like the star of an action set the squad is more of a broad based pyramid of inter-action with the coach at the apex; although even this description does not apply to all squads. An example of one pyramidal system is the Smith squad.



The primary unit has high inter-action between members and coach i.e. regular training (5 or 6 days a week). The secondary unit has less inter-action with itself, the primary unit and the coach (e.g. 3 days per week training). While the tertiary unit has minor inter-action with the rest of the squad (1 session per week).

Homans argues that a pyramid system of inter-action is variable and depends on the nature of the group. He feels that with regard to leadership (1951 p.105) that pyramids of inter-action do not always occur within big companies or similar organisations but in informal situations (squads ?MJ), when they are not planned.

'Sometimes a group needs a pyramid if it is to operate successfully on the environment; sometimes the group does not need the pyramid but creates it anyhow'.

'The complexity of organisation does not end with the appearance of the hierarchy of leadership the pyramid from being two dimensional becomes three and multi dimensional with several different chains of inter-action between the followers and (upper) leaders' (1951 p.106).

Therefore, it might be possible to manipulate pyramid structures to comply with varying types of close-knit and loose-knit squads.

The quasi group:

Although the quasi group is a derivative of successive action sets centred on similar contexts of activity I still considered whether it possessed any characteristics of the squad.

Mayer states (1966);

'When constant members exist who are at the same time those directly linked to ego one can characterise them as the core of the quasi group'.

This core definitely exists in many squads. In Mike Smith's squad there is the 'primary unit' of athletes who train with him six days of the week; other athletes have more of a fringe identity by only training one or two days per week. Mayer argues that the core can later crystallise into a formal group, or alternatively a clique. The latter description also fits the primary unit of the Smith squad. However, Mayer feels that a clique is not ego centred. If the core becomes a clique - 'it is possible to take it rather than the individual as the central ego'. This argument would not apply to the Smith squad primary unit where the absence of ego would certainly cause a collapse in the clique-like identity of the core. (as when Mike Smith was in Formia in 1976 - see p. 117-118).

Although more consideration is given to this sub-grouping later; the team could be more easily compared with quasi groups rather than the squad. The team has a leader, the Team Manager (TM) but is not ego-centred. The 'team' like the quasi group exists through a series of contexts of activity without any formal basis for membership. The 'series' of activities are the successive meetings through the season where team membership is never guaranteed and is dependent upon performance. However, certain athletes' consistency of results and regular high quality in competition might be sufficient to characterise them as the core of the team.

The core of a team could never crystallise into a formal group but Mayer's other alternative 'the clique' could eventually emerge. In a team environment especially with an event biased orientation this could happen.

For example, it could be said 'The Throwers keep this team going' or 'The Distance Runners ensured our promotion' (see page 193 Section C).

Factionalism

Another type of applicable following not mentioned so far is the Faction. I have found, as Nicholas did (1965 p.22) that;

'... many observers seem to have permitted the emotional load of the term to influence their thinking about factions'.

Barnes (1969) states that a partial network consisting of relationships not deriving from group membership might be termed an 'idiosyncratic' network. I felt that this is also the characteristic of a faction - but if the squad aspect was introduced it could be called a 'quasi-faction'.

In his comparative analysis of factions, Nicholas puts forward five propositions which characterise them and distinguish them from other kinds of political grouping. Like squads, factions are 'non corporate'. members are 'recruited by a leader' just as the coach takes athletes into his squad. The idea of faction members being 'recruited on diverse principles' explains multi-event squads or squads with cross-Club identity.

The following two characteristics of factions do not always apply to squads i.e. - are squads 'political groups' and 'conflict groups'?

If reference is given to Table 1 it can be seen that the squads with the most external norms are the Smith squad and the Tabor squad. The observance of these norms often relates to the relationship between these two squads. External norm observance might involve wilfully snubbing or ignoring members from the other squad or 'blackening' social functions attended by the other squad. Homans Says;

'As soon as two sub-groups are set apart from one another and are conscious of their differences at least one of the two is apt to feel it is somehow better than the other - how often the laws of sociology are the laws of snobbery'! (1951 p.139).

This snobbery and bitchiness is 'political activity' - it suggests conflict. 'Conflict' in Von Weise' view often indicates contact, (see footnote)*. However, the two sub-groups are marked by their positive disassociation from each other.

* Footnote In his 'Systematic Sociology' Von Weise (1932) argues that three main processes occur in society which break down association: competition, contravention and conflict.

* Footnote Continued ---

What better typifies the relationship between two quasi-factions such as the Smith and Tabor squad is Von Weise's characteristic of 'contravention' which he describes as a 'more precise term for opposition';

'Emotions provide the occasioning role in contravention: exasperation, dislike, pique, jealousy, in short antipathies of every kind are responsible'.

'Contraventions are far more incalculable than conflicts and may momentarily emerge and disappear, grow to dangerous proportions or dwindle away into ansurdities and trivialities'. (p.261).

It is the next quote which probably best typifies inter-squad (quasi-factional) disassociative relationships;

'Antagonism that is more or less imaginary not infrequently occurs. Someone believes himself insulted, humiliated or covertly attacked by another A great deal of contravention is due to such self-deception and misunderstandings. The consequences may be more serious than if a genuine affront had been made'. (p.263).

It must be emphasised that a squad is principally a training organisation. Its political characteristics - typified by external norms - emerge out of a close-knit system geared towards the training of athletes. As the squad is first and foremost a training system it cannot be a faction, but despite this it can take on a type of factional identity. Hence the title quasi-faction.

On Table 1, however, is the title 'Political Identity' - this takes quasi-factional activity a step further than the observance of external norms and gives the squads involved formal political characteristics. The following case example from S.E.A.C. considers the Tabor and Smith squads as political rivals and is evidence that the squads with strong quasi-factional identity can, occasionally develop (almost) factional typologies.

A Case Study of Squads Taking on Factional Identity at S.E.A.C.

The Womens Team Captain Controversy

From 1973 to 1976 Donna Murray was regularly elected as Ladies team captain at the April A.G.M. of Southampton and Eastleigh A.C. This office meant that Donna was in fact elected as a committee member. At the 1976 A.G.M. a nomination was received for a new team captain, Kathy Tabor (Eddie's daughter). When the matter was voted upon Kathy won and took office.

This political activity involved the use of squads. The nomination for Kathy came from the Tabor squad. They were disgruntled with the usual re-election of Donna to the captaincy. Due to her constant international duty she competed only irregularly for the Club and the Tabor squad wanted a captain who was more often involved with the team - Kathy.

Ed, his wife Betty and Kathy encouraged the Tabor squad to come and vote 'in their own interests' at the A.G.M., 'they the athletes had a vote which they ought to use'. The squad turned up in force and Kathy was voted in.

Now it so happened that Donna was a squad member also, the Smith squad.

Mike Smith as chairman of the meeting could not fail to hide his consternation that one of his squad had been voted out of office. There was little chance to avoid this though because none of his squad attended the meeting in any force to vote for Donna. They did not even know there was to be a vote.

Kathy occupied the captaincy for the next year but in the prelude to the next A.G.M. (1977) Mike mobilised his squad as a rival faction to the Tabors. The intention of the Smith squad was to nominate Mike's daughter, Janet as captain. (This was in fact a fair proposition as Janet, like Kathy, was an older, experienced very regular team member - ideal for captain).

Mike went beyond the realms of his squad to mobilise potential faction members (although the greatest percentage came from his squad). He approached parents, officials and any Club members who he felt might vote for Jan in preference to Kathy. Due to this widespread activity the Tabors came to hear of the threat to Kathy's captaincy and also made efforts to expand their faction. When it came to the actual vote the numbers seemed fairly even but just before the count, Mike (in his capacity as chairman) announced that the Club constitution allowed no voters of under 15 years of age. The Tabor's had forgotten this clause and had brought many of their younger squad members to the meeting as voters. Consequently Jan won convincingly.

This was by no means the end of the matter;

During the course of the administrative year 1977-78 Kathy Tabor returned to the committee as social secretary when this post was vacated by Tony Fern. As Kathy now had a committee place and Janet too it might be thought that the political aspirations of the two squads were relatively balanced.

This was not the case; in the prelude to the 1978 A.G.M. the Club secretary received a nomination (all nominations for committee posts now had to be put forward two weeks prior to the A.G.M. This was an idea of Mike Smith's - agreed upon by the committee. Mike's reason for introducing this rule was to avoid people taking on committee jobs in the 'heat of the moment' at the A.G.M. then wishing later they had not agreed to do it. It could also be argued that Mike used this rule to stop the Tabors getting

the chance to 'pull a fast one on him' as happened in 1976 before this rule was implemented) for Janette Dawkins to the post of Ladies Club captain. The nomination came this time from the youngest of the Tabor family - Debbie. Needless to say, Janette Dawkins was a member of the Tabor squad. It so happened that the secretary told Mike Smith of the nomination in an official capacity as was necessary, secretary to chairman.

A week before the A.G.M. Mike gave his squad factional identity once more. Before the indoor session commenced on a Tuesday he summoned all of his primary and fringe members and stated that he was putting down a 'three line whip' for everyone to vote at the A.G.M. He said if Janette Dawkins was voted into office he would immediately resign from the committee and give up his coaching responsibilities to the Club. Even the usually apathetic athletes in Mike's squad realised that their interests were at stake at this meeting and all agreed to come. Mike constantly reminded his squad of their 'responsibility' during the course of the evening. He also told certain individuals who he knew would see other Club members to get them to come and vote too. (hopefully for his daughter). Mike felt that because the Tabor Faction had given a nomination they must be ready to vote. Worried that they had improved their powers of mobilisation Mike utilised his network of inter-action as coach and chairman to obtain potential votes.

A few days before the meeting Mike was satisfied that his voting force would be large enough to win. He approached two of his squad members with a proposition. He wanted Mike Kelly and Mark Padwick to nominate and second Tony Bennett (father of Todd Bennett - primary unit member of the Smith squad) as social secretary. Mike and Mark had little choice in whether they wanted to nominate Tony or not - if they had refused Mike would just have found someone else from amongst his squad. Although the nomination was officially late the secretary agreed to accept it.

On the evening of the A.G.M. both squad identifiable factions were at the meeting in force, but it was obvious that Mike's wider coaching responsibilities (with more athletes in more events) than Ed, as well as his official contacts had provided him with a bigger faction.

When it came to the votes on the womens' captaincy Janet Smith won convincingly. In the election for social secretary, Kathy Tabor was overwhelmingly voted out of office and Tony Bennett took on the post.

Attention will not be returned to Nicholas's analysis of factions to see how closely his ideas comply with those of the case cited above.

i) 'Factions are conflict groups': (1965 p.27)

'In fact it is during social conflict that factions emerge out of a sociological undefined background to give the observer a view of their personnel' (1965 p.27).

This was not the case with the captaincy controversy, here, in the most part already identifiable training groups made up the bulk of the political factions. It was, in fact 'The Tabor Squad v The Smith Squad' plus other voters. Thus Nicholas's statement 'factions would not exist without conflict' is true, but the personnel of the sub-groups involved in the factions was almost exactly the same before and after the factional activity.

The squads involved were first and foremost training system organised for athletics. Their political identity was a secondary aspect of their character. There is always a possibility of potential conflict between the two squads though, not merely at the A.G.M. hence their description as quasi-factions because they can occasionally form temporary factional identity in a permanent training system.

ii) 'Factions are political groups': (1965 p.28).

Nicholas considers politics as the 'utilisation of public power'. He uses Govindapur as an example. Here political leaders immediately converted their private power such as, control over share croppers, debtors, kinsmen and neighbours etc. into public political power in the form of votes. This situation occurred at S.E.A.C. where Mike and Eddie's influence over their athletes as coaches turned them into political voters. It seems odd to use athletics influence as 'private' power but the analogy is still valid.

iii) 'Factions are not corporate groups': (1965 p.28).

Since the squads that make up the factions are not corporate either this seems to reinforce this hypothesis. At S.E.A.C. the only corporate identity is the 'Club' itself.

Nicholas argues; (1965 p.28).

'That factions are not corporate, that they are basically impermanent does not mean that they may not persist for a long period of time'.

This is certainly true where factional identity in the womens' team captaincy controversy re-emerged three years running. In fact it might not be ended yet.

iv) 'Faction members are recruited by a leader': (1965 p.28).

'Members can be connected to a faction only through the activity of a leader' (1965 p.28).

There is little doubt that the activities of the coaches (squad leaders) did a great deal to mobilise the squad as a faction. For example, Mike saying;

'I'm putting down a three line whip for you all to come and vote at the A.G.M.'.

If it was not for Mike's efforts few of his squad would have gone to the meeting as most athletes are invariably apathetic when it comes to Club administration. 'To use Nadel's (1951 p.99) term, the 'pointer relation' which marks a man as a member of a faction is an effective social display of allegiance to the leader - speaking or fighting on the leader's behalf, joining the leader's Club, voting as the leader tells him (my emphasis) or whatever other functional, political act is regarded as appropriate'. (Nicholas p.29).

Another aspect of factional activity relevant to S.E.A.C. is provided by Beals (1959 p.433) study of leaders. He suggests that leadership may be provided not only by a politically powerful individual but by a clique based in an influential family. Although Eddie, in his capacity as coach persuaded his athletes to vote at the A.G.M., the supporting efforts of Betty, Kathy and Debbie, who were always present at sessions, must have been just as influential as Eddie. In fact, although he is a squad leader Ed is relatively quiet whereas his wife and daughters were far more vocal in Club affairs.

Nicholas found that in Govindapur 'there is neither structural principle nor common interest to hold together faction members in the absence of the leader'. (1965 p.45).

As stated earlier, neither squad would have emerged as a political faction without the activity of the leaders, due to the indifference of the athletes in Club politics. The faction leaders; Mike and The Tabor Family each had interests in Club politics due to their committee roles and realised that through their coaching links they could mobilise a voting force to support them.

v) 'Faction members are recruited on diverse principles': (1965 p.29).

A faction leader 'makes use of all possible ties to draw supporters into his faction'.

This is the major reason why Mike was successful at the A.G.M.. Eddie's voting force was merely composed of the three small training units which were his squad. Mike, however, had mobilised his primary unit which was nearly as big as Ed's squad put together, and all his fringe members too. In fact Mike tried to persuade all sorts of Club members to vote with his faction including the Shot Putters. These Throwers did not actually involve themselves in the opposition but the example shows the diverse principles Mike went to to try to recruit faction members.

(For discussion of developments of the administrative back-biting involving Mike Smith and the Tabor Family see appendix on Committee Intrigue at S.E.A.C.).

SECTION (C)

THE CLUB

1) The Track: Environment, Identity and the Territorial Aspects of Training Venues

Political activity at S.E.A.C. involves opposition over money/coaching/age/training/competitive ability/ home v hobby v career/sportsmen v officials. In the early stages of fieldwork I felt that these were boardroom politics. A year later I have found that these aspects involve the whole Club not just the committee. True, the above are often manifested in the boardroom but this is only one area for their emergence, others include: the track, Deanary, social events, the A.G.M. and some meetings - i.e. where athletes are present.

Environment is a central study of this section. Environment gives identity to the Club as a whole and to sub-groupings within the Club.

Environment and the Club as a Whole

The new synthetic track which was installed at Southampton Sports Centre in 1976 helped to give S.E.A.C. greater recognition in the City as a whole. The co-operation between Council and Club had been well documented in the local press and Southampton people became aware that the facility was there for all to use. S.E.A.C. wanted to stress that the track was not theirs as such but was to provide 'Sport for All'.

S.E.A.C. helped to organise 'joggers sessions' and encouraged local people to keep active. Coinciding with the Governments 'Look After Yourself' campaign they assisted with a 'Fun Run' on 26th March 1978 which several hundred people attended.

The relationship of S.E.A.C. with Southampton as a whole is greatly assisted by 'the track'. It symbolises an external link for the corporate group and is therefore very important. No amateur sports Club can afford to ignore its immediate environment, that is, the City, town or area whose name it bears.

The corporateness and identity of the Club focusses upon the 'ownership' of the track.

'Ownership' has been put in inverted commas because the Club as such does not really own the facility. It is their 'symbolic property'.

The Southampton Sports Centre track was built with money provided by the City Council, but to achieve this financial support the athletics Club still had to agree to pay £12,000 towards the cost due to the lack of expected backing by the Southern Sports Council (see footnote)*.

In this way a liaison grew up between the Club and the Council and consequently the Club and the City. As the track was being built it became a symbol of unity for the Club; thought of as 'ours'; 'we've had to wait a long time for this'.

Once finished, the athletes identified strongly with their new facility and although as mentioned earlier, it is not their property, they treat it as if it were. They worry about the painted lines wearing thin, the sloping level of the Discus landing area, and the 'bubbling' in certain patches of the synthetic surface.

The athletes expect others to respect 'their track' and view with disdain children who try to ride bicycles or skate boards on the surface. Even though it is the responsibility of the groundsmen to eject these youngsters the athletes will sometimes do so.

The Council and the Club kept fairly close links during the period preceeding the final committee meeting which eventually backed the provision of the new arena.

Mike Smith (chairman of S.E.A.C.) attended a leisure committee meeting about the track which considered possible tenderers and savings in construction. A final fund raising dance was organised through S.E.A.C. and arrangements were made for Southampton Football Club to play a charity soccer match.

When the full Council meeting was held to decide whether to provide financial support for the track many athletic Club members attended the public gallery. The Council were notably impressed by the interest of the athletes and officials present.

* Footnote When the Southern Sports Council refused to pay a £30,000 grant towards the track, the Southampton Council agreed to pay most of the overall cost, if an appeal fund, organised by local athletic Clubs (especially S.E.A.C.) could raise £12,000.

The vote eventually went in favour of the track. Although there was some Tory opposition many Conservative members abstained from voting in support of their colleagues against the track.

It was stressed by many councillors that Southampton as a City would gain in prestige from the new running surface; through top class meetings it could hold and through the endeavours of its athletes who would undoubtedly improve.

The 'fight' for the track; with the Sports Council and within the Southampton Council gave it a type of symbolic identity. All sorts of people in the area, not just sportsmen followed the development of decisions regarding the facility. Due to an initial campaign to 'hock' the Civic Centre in order to pay for the new amenity local interest had been awakened and Southampton people were regularly notified in 'The Southern Evening Echo' of further plans for the track.

Now the track is still a central issue in the Athletic Club. Internally it is important for training and competition. Externally it has provided a link between the Club and the Council and the Club and the City.

The notion of the track as the Club's 'property'; giving values, unity and spirit to the athletes is true when considered in relation to the 'outside world'.

However, when considered internally, the track environment does not bring total unity and collectivity to the Club. If an outsider observed the track during a Club training night he would be able to see many S.E.A.C. members training in close proximity with a few people from other athletic Clubs present. And yet if he was to study the environment in more sociological detail he would find a distinct lack of unity between many of the sub-groups present.

Environment and Club Sub-Groups

The Notion of Territory

The notion of 'environment' and its effect upon the structure of groups is a theme considered by Homans in 'The Human Group'. (1951 p.107).

'The group is not passive before the environment; it reacts. It even defines what its environment shall be. Its purposes make different aspects of the environment important. The relationship between group and environment is never a one way matter'.

At S.E.A.C., the group and indeed the sub groups (squads) within the whole do determine what their environment shall be by choosing their training grounds. In the winter Deanary is a recognised Club venue. The secretary arranges the booking of this facility for Thursday nights. The treasurer pays the local Education Authority and the athletes contribute * weekly to cover the cost of hiring the gym and redgra area. (*Fees were paid in advance for the winter 1978-79).

On other winter evenings other training environments are used and these are usually defined by particular coaches and squads. As a result the sub-groups as well as the group itself can determine what its environment shall be.

On Tuesdays: the Shot squad have an indoor Throwing session at Calshot Activities Centre. The Smith squad have a gym session at Thornhill Boys Club. The Tabor squad meet at Eastleigh Sports Centre. On Wednesdays Ray Sutton's squad have a gym session at Glen Eyre School and the Shot squad train at Terry Morris's Weightlifting Club.

The above examples show how different coaches and squads organise facilities for their particular group in the winter months. In many ways this division into different squad identifiable training environments cannot be avoided. In the summer the track is a type of cohesive arena. Everyone can use it. In the winter, due to lack of floodlighting the track becomes disused except on Sunday mornings. No nearby indoor facilities exist and the Sports Centre as a whole loses its identity as 'S.E.A.C. HQ'. No large enough indoor Sports Hall exists in Southampton, where the Club could obtain indefinite use. No indoor track exists either, therefore in the winter many different environments are identified with the Club as it breaks up into its constituent squads.

During the period of British Summer Time the track becomes the headquarters of S.E.A.C. and all athletes and squads tend to use it.

Sprinters need to 'sharpen up', Distance runners cut their weekly milage and work on lap times and pace judgement. Horizontal Jumpers start to use a full 'run up', Vaulters and High Jumpers can get the landing beds out and the Throwers can use dry circles and run-ups without fear of slipping.

It would seem then, that in a relatively restricted arena such as the track that the environment itself would unify sub-groups within the Club and to a certain extent it does. Athletes from different events mix socially, they talk more but squad identifiable training territories do not disappear in the track environment.

Pitches

The location of the Shot and Discus circles within the parameter of the track become identified in many ways as the pitches or territories of the Shot squad and Ray Sutton's squad. These two sub groups meet here before the session, leave their bags nearby and put certain claims on their pitches. For example: If someone is in the circle, concentrating for a big throw the immediate vicinity of the ring must be quiet. Due to the nature of technique in both Shot and Discus the Thrower will always start his movement at the back of the circle facing in an opposite direction to which he will throw. This means that the back of the circle must be free from spectators/friends/ and more often than not - coaches. Invariably non-Throwers believe, quite wrongly that to stand behind the circle is safest as the implement will eventually be flying in the other direction. In fact people who loiter behind the circle are in a potentially dangerous position as the Thrower, finding his concentration broken will often direct the aggression intended for the throw at the unfortunate observer.

The back of the circle then is an almost 'sacred' patch to the Thrower and surrounding areas must also be free from outside disturbance. However, this does not make the circles inaccessible to others. They merely have to accept the norms of the environment. Also the Shot squad and the Sutton squad do not have a monopoly on the Shot and Discus circles- Nick and Simon might want to throw the Discus after or before their Shot session. Al Drayton might want to throw either implement after a running or Hurdles session with Mike Smith. Neither squad would mind individuals using the circles during a squad session - indeed it would be bad manners - but the individuals involved have to accept certain norms

such as waiting their turn and retrieving their implement, not 'hogging' the circle with excessive 'wind ups' or drills before the throw.

Both of the above squads would resent someone who asked to throw 'for a laugh'. They will tolerate individuals throwing short distances if they are seriously trying but disapprove of someone who interrupts a group session for a half-hearted throw.

Other territorial pitches occur at the track. Tony Fern's runners generally congregate inside the track at the middle of the back straight. The High Jumpers around the fan and landing bed of the High Jump area. The Horizontal Jumpers on the strip of grass between the Long and Triple Jump run-ups. Most of the athletes in this latter group though are members of the Smith squad who have a pitch at the end of the Long Jump pit. This territory is specific to the Smith squad and is irregularly used by other athletes because unlike the circles, the run-ups and the pits themselves, it is not needed. The athletes of Mike's squad have in effect laid claim to this area. In a similar way Eddie Tabor's squad congregate at the track side by the 400 Metre start/finish line. No squad member would think of 'invading' the others territory when considering Mike and Eddie's squads. Even if some of Mike's squad are involved in a session which requires them to start or finish at the 400 line (i.e. most sessions) they would not leave their bags or tracksuits here, they would leave them on their 'pitch'.

When athletes warm up they generally jog on the outside lanes of the track or on the grass inside the track. Eddie's squad though jog on the inside of the track as the outside would bring them into contact with the pitch of the Smith squad.

This aspect of territory which prevails between the Tabor and Smith squad is another example of quasi-factionalism to exist in their relationships. It is in fact a feature of disassociation as opposed to conflict, as the groups keep apart.

It is the consistent use of these two areas by both Eddie and Mike's squads which gives them their territorial aspect. There is no need to congregate in the same place for every session unlike the High Jumpers and Vaulters who are dependent upon landing beds and run ups. For these disciplines there is an 'event necessity' which requires adoption of a 'territory'.

Homans argues that the environment has three characteristics: physical, technical and social (1951).

With regard to the physical and technical; The Bank Wiring Group worked in a room of certain shape, using certain tools on certain jobs on certain benches i.e. the physical and technical environment. Geographical position of men in the work room effected the 'organisation' of cliques.

Such is the case at the track. The position of Discus circle is at one end of the infield whilst the High Jump bed is at the other. Necessity indicates that during the course of their sessions the athletes involved in the aforementioned events will not interact much.

Runners, however, do have the ability to interact as they walk recoveries around the track or rest at the side of the track between efforts. They are not physically tied to one specific area by the constraints of their event - as occurs with field disciplines. In fact though, despite being thrown together by the environment and being in relatively close proximity to one another athletes of the three running squads interact only slightly on the track. It would be fair to say that members of Eddie's and Mike's squad would walk straight past each other without any acknowledgement at all.

Homans third characteristic of environment is 'social'. For example, the Bank Wiremen were effected by the environment of the employing company itself; i.e. the management had chosen the men and it wanted them to achieve results of a certain kind and it organised to get these results through piecework etc. Therefore, the social environment was conditioned to enable the workers to achieve maximum results.

At S.E.A.C. the management (committee and officials) of the corporate group wants the athletes to achieve maximum results. To help toward this end it encourages the appointment of coaches. As has been explained the coach can then act fairly independently of Club administration and amass around him a squad of athletes. The resultant squads are non-corporate entities and the management cannot control all of this social environment. True, a coaching sub-committee can be organised but generally speaking the Club Management only really effects the organisation of Teams.

The team is the representative of the Club in the competitive (public) arena while the squad is far more independent and is part of the training (private) arena of athletics.

Homans physical, technical and social characteristics are examples of how the environment acts upon the group, but he explains that the reverse can be true:

'Whatever its character, whatever its purpose, a group, if it is to operate successfully on its environment needs some sort of division of labour, some system of communication, some leadership and some discipline. The Bank Wiring Group began to produce all these things'. (1951 p.155).

Indeed the role of 'environment' as used by Homans in the 'Human Group' seems somewhat confusing. When considering Whyte's study of the Norton Street Gang (Chapter 8), he says;

'The gangs behaviour was spontaneous, not conditioned by the environment like the Bank Wiring Group'.

Yet earlier when talking of the Bank Wiring Group he says:

'the group is not passive before the environment' (p.107).

Whether environment effects the group or the group the environment the actual role of environment in small group studies is undoubtedly important. With S.E.A.C. this can be seen in September 1978 with:

The Trip to Calvados

On September 15th to 18th S.E.A.C. accepted an invitation to compete in a twinning match in the department of Calvados in France.

Although links were principally made with the Southampton officials the French were prepared to accept a team composed of Hampshire athletes as opposed to purely S.E.A.C. members (i.e. department v county).

It must be stressed however, that the match was not a Hampshire representative one, organised by the Hants. A.A.A. It was still administered by S.E.A.C. with invitations extended to certain individuals within the county.

Most of these athletes were friends of the Club, and were identified with Southampton because they trained at the Sports Centre track.

Bronwin Carter, Sharon Clark and Lorraine Scott came from the all female Club Portsmouth Atalanta. Paul Rees, Frances McCall and Peter de Kramer were from Bournemouth and Dave Vidler from Fareham.

The team all wore S.E.A.C. Club colours but there was no real opposition to this from the guest athletes who were happy to accept this in return for the trip.

Mixed reactions came from the other Hampshire Clubs. Fareham did not really feel 'threatened' by Dave Vidler's links with S.E.A.C. He had trained at the Sports Centre for the past two years and beaten most of the S.E.A.C.'s Sprinters at one time or another. Yet he resisted all temptation to join the larger more successful Club, although it would probably have improved his competitive standard. The administrative and athletic help he gives to Fareham is extensive, but as the Club did not require his services that week-end, they were content for him to travel to France with S.E.A.C.

The three girls from Portsmouth Atalanta received mixed attitudes towards their invitations: Vera Tubb, chairman of the Club and of the Hampshire Womens A.A.A. wished Sharon luck and hoped she'd have a good time. And yet to Bronwin and Lorraine she was apparently quite hostile and argued that their acceptance to run in S.E.A.C. colours was contrary to W.A.A.A. laws.

Mike Smith was prepared for some opposition from Atalanta as administrative squabbles often emerge from that quarter, especially concerning women athletes. Mike had checked with the W.A.A.A. on the illegibility of their athletes for this type of mixed Club competition and their secretary had agreed that it was all right.

Vera Tubb's attitude is curious as both Lorraine and Sharon are coached by Mike Smith at Southampton. If she had opposed both their inclusions in the team it would have been understandable, but to favour one and oppose the other indicates some of the favouritism that all three girls felt existed at their Club.

All the 'other club' members were readily accepted into the fold. This was to be expected with Paul, Lorraine, Frankie, Sharon and Dave as everyone knew them at the track. They were all squad members, even if one categorises them as 'fringe squad members'. Bronwin and Pete, however, were generally unknown to most Club members as they did not train at the Sports Centre. The girl Throwers knew Bron from competition as did the men Throwers with Pete. But these two were not excluded from the friendly atmosphere.

Thus throughout the trip there was no antagonism to 'outside Club' members. They were accepted as part of the group (team) and competed for the same team. So, primarily it is possible to see the Calvados trip as a cohesion of Clubs, but probably far more important it also provided cohesion amongst different squad members.

The group of forty athletes were grouped on the same hotel floor. They ate together and were entertained together. Rival squad members who hardly ever spoke on the track mixed as though they had always been the closest of friends. There was no mention of the barriers or people who encouraged antagonism.

The first major cause of squad boundary breakdown occurred on the boat journey. Due to a stewards strike, the night boat was massively overcrowded and the whole team were thrown into close (crushed) physical proximity. Athletes sleeping in varying positions on floor, seats and surrounding bodies realised that squad rivalries confined to Southampton were totally irrelevant.

Once at Herouville the French guides provided sightseeing and social activities for the Saturday. Consequently everyone stayed together and there was no incentive to split into groups of friends or squad colleagues. On the Saturday evening the team socialised together and on Sunday, at the match the team stayed in one collective group. When athletes were not competing they grouped together in one corner of the stand to shout for colleagues - the Southampton athletes were conspicuous by their cohesiveness.

The 'team spirit' shown by athletes of different sex, Club, event

and squad (including rival squads i.e. Tabors and Smiths) is an interesting phenomena but it relates to a great extent to environment.

'Speaking of antagonisms and friendships we must remember always that their intensities within the group have relative and not absolute values. A group rent by backbiting factions will still join enthusiastically in presenting an unbroken front towards 'foreigners' (or in a foreign environment i.e. country (MJ)). As in a healthy democracy the conflicts may be loud but superficial. The unity silent but profound' (Human Group p.134).

When the study of the Bank Wiring Room finished the men involved were moved from their observation room to the main factory floor. However, although back in their original environment the group tended to isolate themselves from the other workers. They felt bonded together and started to mix as one unit - despite the cliques which had existed in the observation room. This eventually brought antagonism between the group and the rest of the department.

When S.E.A.C. went to Calvados inter-squad unity occurred, even among members of Eddie Tabor's and Mike Smith's squads. This rarely happens in team situations in Britain. For example; the Women's Southern League team still stays separated with Mike's group: e.g. Val, Lyn, Sue and Liz mixing together and Eddie's squad: e.g. Carol, Rita, Debbie and Janette staying as one unit, sitting together on the coach, warming up together at the track, leaving their bags in different places in the stand.

When the S.E.A.C. squad systems are removed from their track (or other training) environments they can still retain distinctiveness but for a limited period only. During the Calvados trip barriers were broken down after excessive inter-action. An important aspect to be considered here concerns squad leaders.

At a Women's Southern League match, Eddie, Mike or both might be present, to see their athletes compete. In such a situation barriers of squad identity can easily be retained. Squad territories can be formed, for example, Eddie might occupy a certain place in the stand during the match where his girls congregate before and after races. By doing this, coach and athlete can talk tactics, or assess performances. In other words, the coach athlete relationship is seen in its primary form; as an athletics

relationship. Yet by collecting in the stand the coach and squad can also be recognised in its secondary form; as a quasi faction, distinct from other squads also at the match.

The trip to Calvados was different from many matches held in England because no coaches were present. Without their leaders the squads failed to maintain their identity. In fact there was a lack of officials to whom the squads could align. The two team managers; Neil Coupland(24) and Dagmar Gorman (25) were conspicuous by their youth and the fact that they were both active athletes. Without their coaches to turn to the squad-orientated athletes were leaderless. At first they clung together half-heartedly whilst other athletes mixed without inhibitions. With no one to reinforce identities barriers eventually broke down.

This is not to say that the squad-orientated athletes became irresponsible without the influence of their coaches. Norms such as; 'plenty of sleep', 'no excess of alcohol' - which are usually encouraged by the coach were still accepted by the athletes themselves. The older athletes present, e.g. Frankie McCall and Paul Rees (both in their thirties) kept an eye on the youngsters as well.

On Saturday night all of the athletes socialised together (even if in moderation). No drunkenness occurred as is sometimes the case with young athletes suddenly freed from the shackles of their squad leader and environment. A growth of rapport emerged amongst the athletes, even between members of Mike's and Ed's squads. In effect, a team identity was developing and the team wanted to win on Sunday. The responsibility, in the absence of coach and squad identities had turned to the team.

On the Sunday people were naturally a little tense due to the afternoons match. But this factor tended to bond the athletes together 'in presenting an unbroken front towards 'foreigners' ' (see quote overleaf). Everyone was conscious of their team mates race, jump or throw. A good team spirit occurred due to the closeness of the overall team positions and several 'personal best' performances resulted. The match was eventually won by the English team on the last two relays, and most of the athletes shouted themselves hoarse in the process.

In conclusion it can be argued that the week-end in France was of major significance in understanding the organisation of sub-grouping within S.E.A.C. The collapse of cliquish squad characteristics shows the overall importance of the coach. Without the coach there proved difficulties in organising squad identifiable 'pitches'. Without the obvious 'squad environments' team inter-action proved far easier and if any identities occurred it was 'us' against 'them', i.e. English v French.

The above example of the trip to Calvados serves as a useful introduction to the next area of discussion in this section on the Club.

When talking of the week-end, reference is given to 'team spirit', team 'identity' and team cohesiveness. To analyse these terms more fully consideration will now be given to 'The Team' as a social entity in its own right.

2) The Team

As far as chronological order is concerned I have classified the following parts of this section as:

2) 'The Team', 3) 'The Meeting' and 4) The Seasonal Cycle of the Club.

This categorisation seems logical because the team is selected for the meeting. The team is as successful as it's match result. Consequently successive meetings relate to the seasonal cycle of the Club. However, in the actual explanation of these three entities it is very difficult to separate analysis and as a result cross reference is fairly common.

To the outside observer the team must logically appear as the most important sub grouping within an Athletic Club. It is the deciding factor in the success of the Club. It is organised by the Club administration via the Team Manager, Captain and Secretary (Track and Cross Country) and is represented by the athletes.

In short, the team represents the Club's relationship with other Clubs through the medium of competition. It can be argued that the team

is never constant. It is in a state of flux as individuals improve or decline in performance. But the overall objective of the Club is to keep the team regular in performance or hopefully to improve.

From a sociological point of view the 'team' in Athletics is only marginally different when compared with other Club sports. In Rugby or Cricket or Soccer, the team is the representative of the Club in the competitive or 'public' arena.

The squad is potentially more fascinating as it considers the private or training arena - where the sport is not normally in the public eye. Also social inter-action in a training situation must cover approximately 90% of Athletics whilst in the competitive situation is more likely 10% and hence less sociologically fertile for research.

'The really meaningful 'Team' in an individual athlete's life is not the group of athletes who wear the same coloured vest (though they offer certain social and motivational boosts). The key 'Team' is the one composed of the athlete and his coach. This relationship more than any other establishes how the athlete views his sport and how far he goes in it'. ('Coach-Athlete Team' 1971).

To define 'team' in an athletics sense is difficult since very little teamwork exists in a meeting except for relay races. A team result is a collection of individual performances. 'Teamwork' exists in a team game such as Soccer, where the harmony of play may produce no outstanding individuals but often a magnificent overall team. What can exist in Athletics is a team spirit hinged on motivation - a self-fulfilling prophecy. Team mates win the early events of a match and the rest of the team are inspired, possibly against the odds to follow their example. Conversely poor performances in the early events can do exactly the opposite and deflate the team performance because the following athletes try too hard, 'tense up' and put themselves under unnecessary pressure - again bringing poor results.

In Homans analysis of the Bank Wiring Observation Room a teamwork situation existed between the individual wiremen. Individuals who worked too slowly were opposed by the rest of the group because they brought down the overall output and caused the others to have to work harder to reach the required goal.

Although at a match the individual athlete is concerned primarily; with his own performance he will be first to condemn himself if he competes below par and the team suffers as a result. Therefore, if an athlete 'fails

to try'. drops out of a race without due cause or registers three 'no Throws (or Jumps) his team mates may complain about him because they have to make up his deficit in points to bring the team back on a par with its rivals. The loss of points by any of the above means are problems every athlete has to face at one time or another and therefore are to be avoided in team competition.

Although Athletics is an individual sport the athlete does have a responsibility to his team mates just as the wiremen owed responsibility to work mates. Failure to observe these norms can cause the Team Manager (TM) to drop the athlete from the team as a sanction.

The 'team' as opposed to the 'Club' or the 'squad' is an entity particularly related to the meeting. It is temporary and generally different at every match, due to the unavailability of certain individual athletes at different times throughout the season and fluctuations in their current performance.

The team is led by the Team Manager and he or she is responsible for declaration of athletes for particular events, giving them numbers and telling them the time of their particular competitions.

Just as the team is different from the squad the Team Manager is different from the coach. He is a leader but only for a day - the day of competition. Outside of competition his influence declines; if an athlete performs badly it is not the responsibility of the TM to tell him how he should be training to correct his faults. He is there to encourage and console, although he has the right to criticise.

Tony Fern is slightly different here because many Middle Distance runners will accept his coaching advice given in a capacity as Cross Country TM. However, the advice is given with lengthy coaching experience often to athletes who have no coach anyway.

In the Bank Wiring Observation Room the Group Chief has a somewhat similar role to that of the TM. He recorded the work the men did, but accepted some discrepancies; 'after all he worked closely with the men and wanted to keep good relations with them. The men respected him but were not in awe of him'.

The TM has to keep good relations with his athletes for the sake of

the team - and team spirit. An unpopular Team Manager creates tension, and unnecessary tension in the competitive arena is apt to cause conflict with the highly strung athletes.

Betty Tabor, as Women's TM from 1973-78 was popular with the girls coached by her husband Ed but unpopular with the girls coached by Mike Smith. Her selections often upset Mike's Sprinters and Hurdlers. When Dagmar Gorman was appointed as TM, at the start of the 1978 season, the reverse happened (see Appendix on Committee Intrigue). Janette Dawkins and the rest of Eddie's girls felt they were being victimised over selection for Middle Distance events. The tension over team membership effected the result of the next League match, where S.E.A.C. finished last. By the end of the season though the Tabor girls seemed satisfied with Dagmar's Team Managership and the girls team as a whole began to excel. There were less problems over team selection than with Betty and in competition generally S.E.A.C. women began to flourish. The climax of the season was the Club's fourth place in the GRE National Cup Final.

The TM has some power and influence but it is not as strong as the coach who has many norms and sanctions over the athletes training time. True, the TM can theoretically 'drop' an athlete from the team but an outcry would occur (from team mates, squad mates and coach) if the athletes individual performance did not warrant this action.

One of the most important roles of the TM is that of 'motivator'. He has to collectivise the efforts of the individual athletes into a total team effort and this team effort depends upon the style of the meeting.

Every Team Manager wants his team to win and the first stage of this objective is choice of members. This might not be as easy as putting an available athlete in every event as more overall points might be gained for the team if some individuals 'double up' and do two or more events.

Sometimes this is impossible due to the schedule of the timetable, or due to the fact that an individual might not have the overall fitness to perform well in three events on the same day. Occasionally the TM finds he has several good athletes competing for one event place and has to leave someone at home while he cannot fill gaps in other events due to a lack of applicable athletes.

The TM's role is one of compromise. He needs to encourage athletes to compete all the time in order to have a wide choice of team members.

The athletes themselves look at the fixture lists and decide when they want to compete, and what event they want to contest. This might be in contrast with the wishes of the TM. The coach might want his athletes to do something completely different again. The TM is constantly thinking of the position of the Club and when the team competes; it has to win - this is the whole objective of competition. To him the team comes first and yet to the many individuals, all with their own objectives in athletics the 'team' comes second.

Depending on the season the TM is at the centre of a communications network. He has to assess how well people are training, their state of fitness or injury. In the winter Tony regularly encourages athletes to race cross country or to come and train with him so he can gauge their fitness. The Christmas handicap Club Cross Country on December 23rd 1978, was a good example of Tony Fern's central role in the Middle Distance mens network. In this race Tony had to organise handicaps for all types of runners; Veterans, Young Athletes, Internationals, Joggers, Sprinters and anyone else who came along to run the three mile course.

An ideal handicap will theoretically result in every athlete in the race finishing together. This situation is very rare but on this occasion Tony was close to achieving it. Most of the runners finished within a minute of each other, with the scratch man sixth and the penultimate scratch second. The closeness of the finish showed Tony's extensive knowledge of the abilities of his Cross Country team members and occasional runners and Sprinters who also joined in the race. By handicapping so precisely Tony had virtually written down what each of the 25 runners would clock for the three mile course.

This example shows Tony's knowledge of an assortment of athletes Cross Country ability. This knowledge has been provided by his central role in the communications and training network which he has created around the office of Cross Country Team Manager.

In the summer Neil Tabor has to keep a dossier of current performances so he is always conscious of his 'best team' for any one match. Quite often

a S.E.A.C. athlete can perform well in a college or schools meeting; Neil needs to be aware of the mark in case it excels that of a current Club team member. If a TM wants to field his best team he needs to know the current ability of every possible team member, and reserves. To do this requires conversations with all coaches and many of the individual athletes too - as well as personal assessment of their form.

Harvey Bowles is a very useful TM (womens Cross Country) because he acts as a go-between S.E.A.C. and the Tabor squad. Harvey has a good relationship with the Club and Mike Smith due to his many fund raising activities. Also he is very popular with the girls Cross Country team, the bulk of which are coached by Eddie Tabor. As a result Harvey can liaise between two alienated sub groups and is the centre of much communication.

Every track meeting provides a dilemma for the Senior Mens "A" TM. His least worries are with the major team events. Athletes like to compete and also feel a type of moral obligation to turn out as the Club's 'ability' is assessed in National terms by its league performance. For the men, the National League is a high standard of competition which the athletes generally gear into their own competitive cycle and the four matches get a good response to the TM's invitations. The same occurs for the Womens Southern League. All the rounds of the Cup are also less of a problem for TM's as the athletes realise they might perform well in the high standard of competition here.

Tony Fern has found that team spirit in Cross Country is erratic. One of the biggest surprises of the 1978-79 winter was the S.E.A.C. team victory in 'The South of Thames Championships'. Not only were S.E.A.C. the first six-man-team home but the first 12 too.

Yet, a month later Tony received very little support for the National Championships and faced athletes withdrawing right until the day before the race. Ironically if S.E.A.C. could have fielded their 'South of Thames' team they would have fared much better overall. Eventually they only just managed to finish a scoring six. A far cry from their team triumph of a month before. So unlike the mens track team, where athletes feel obligated to compete in the major team events and indeed feel they can profit from the quality of competition, the Cross Country runners shied away from the biggest team race in the country.

The women though, under the managership of Harvey Bowles were remarkably consistent - always managing to field a full team in their Southern League Cross Country. They finished overall, in their highest position ever.

Sociological explanations for team fluctuation in Mens Cross Country vary. Tony argues that the extra length of the 'National' (9 miles as opposed to $7\frac{1}{2}$ in other major championships) discouraged athletes from racing, More probably the looser-knit network of training organisation which leaves training decisions more in the hands of the individual also effects racing, i.e. Tony does not set strict norms of attendance as a coach and consequently athletes abuse this relationship when it comes to competition - they drop out of teams with lame excuses. If this situation is compared with the Girls Cross Country team, it is possible to see the influence of Eddie on this sub-group. His close-knit training organisation is maintained by the women's team as the bulk of this unit are his athletes. They are used to discipline and are used to working as a group therefore Harvey has an easy job as TM unlike Tony who has to deal with many self-coached self-motivated Middle Distance athletes who are not used to a group situation in training and have no respect for groups in competition i.e. teams. Consequently many of the men Cross Country runners only like to compete when they like and the Club suffers, as can be seen in the National Championships.

The problems of selection and drop-out are the first concern of the TM - the next concern is the meeting itself: Once the team is at the match; and the TM has organised their declarations, his role as motivator becomes vital. Now that all the very different individuals are in a group: Shot Putters, High Jumpers, Middle Distance runners - he must insure some sort of collective identity (see footnote)*. Obviously the match is won through a collection of individual performances but if the TM can run around saying to people; for example; 'If you get third here we will go above so-and-so in the overall positions', his motivation can sometimes bring out 'that little bit extra' in an individual's performance.

* Footnote

Even in Cross Country this is difficult because although athletes are of the same 'type' and are in the same team they are still individual rivals aiming to beat each other. Team success is a secondary concern to all but the TM.

At a track meeting the TM has got to be constantly aware of the match points and needs to keep telling all the athletes what they have to do - whom they have to beat. This makes them aware of the fact they are members of a team.

In the league, promotion and relegation often involves two or three Clubs in the last match. TM's from all the Clubs rush around, adding up points in advance of the meeting officials and urging athletes to beat rival contenders. Sometimes due to the intensity of team competition, promotion and relegation have hinged on the final event, the 4 x 400 Metres relay. It is quite a sight to see everybody from the six teams spread out around the track screaming for their respective runners. This situation is in fact one of the upper extremes in manifestation of 'team spirit'.

Generally it is in the smaller matches where team spirit dwindles. Before the advent of League and Cup athletics 'the meeting' used to be typified by the Trophy Match, whereby six or eight Clubs competed for a cup or shield and the standard of team competition was quite high. But the 'Trophy Match', fell out of fashion and although they still account for six or so fixtures in most Clubs seasons the teams involved are not really compatible.

For example, S.E.A.C.'s Reynolds Garrett Trophy has been won by the home Club for the past eleven years. Its opponents are only the small local Clubs who are overwhelmed. Sometimes the better athletes look upon the Trophy meets as 'non events' and do not bother to compete. So occasionally top Clubs are beaten by smaller ones at these meetings.

Times such as these are nightmares for the TM as more and more of his invitations are refused by the athletes. He explains to them; 'We want to win, your help would make it easy'. and the athletes say; 'What does it matter? it's only a trophy, it's the League and Cup which are important and I'll turn out for those'. As a result many of the athletes who do compete in the trophies are the youngsters or 'B' team who are glad of the competition as there is less for them.

Several other factors effect team unity, cohesion and spirit: For

example,

i) cliquishness:

In the Bank Wiring Observation Room; 'Clique A felt their activities were superior, not only by common American assumptions but also by the norms of the group, thus they came closer than the selector wiremen (clique B) to meeting the standards of the group in the matter of output'. (1951 p.141).

With regard to the teams performance a clique-orientated-event-type might emerge, for example:

'It was the Throwers who won us the match'.

In this situation the team win the match for the Club and the Throwers (perhaps quite legitimately) feel that they were the superior event.

At S.E.A.C. team success in the past has often been dependent upon the good performances of the Throwers, and the Throwers believe themselves to be the superior event in the Club. However, this statement does not immediately imply aloofness as every athletic event from the Walkers to the Triple Jumpers believe theirs to be the primary event in Athletics. The Throwers are not separate from the team as the connector wiremen were in the Observation Room. They mix and are friendly with all athletes in the team. But there is always a chance that a clique-orientated-event-type could emerge, especially in a team situation (just after a match) i.e.

'It was the Throwers who won us the match' - (today) or, for example;

'The consistency of the Distance runners in all four league matches really insured today's promotion'.

Another effect on team unity, as well as over all team results is:

ii) rivalry within the ranks.

In one League match in 1977 the TM raced Brian Dawkins in the 5000 Metres and Neil Coupland in the 1500. Both ran badly, but especially Neil who as an international was far below his best form and finished last in the

A string race. It was generally recognised that Neil was 'psyched out' and 'gave up'. Mike Smith told the TM that if he had put both athletes in the 1500 or both in the 5000 (which was quite conceivable) they would have run much better.

Brian was always generally B string to Neil in all Middle Distance races but was determined to beat him. Neil had never let Brian beat him despite many years of rivalry, and was not prepared to start now. If the two had been in the same race, waging their own private war they would no doubt have beaten several other runners too. No matter how bad Neil felt, he would have run to exhaustion rather than let Brian beat him. But without this pressure, he only ran half heartedly.

In the long-track and field events where A and B strings compete against each other, as well as opposing athletes from other Clubs, excellent performances often occur. If a B string competes well the A string might have to 'pull out all the stops' to stay in contention. In these cases pride is as much at stake as performance.

Another factor to effect team unity is of minor, and yet interesting significance. This is:

(iii) the role of the motorised coach.

When a team travels to a fixture the spirit and camaraderie engendered on a coach is often a good preparation for a combined team effort. When athletes travel to the match in separate cars there is at once a divisive element to the team. Members arrive at different times and due to the timetable of competition might hardly even see each other; let alone talk.

A closed environment (for limited periods, i.e. under six hours) seems to help unity. Some of S.E.A.C.'s best team performances in recent years in Mens National League have occurred after the longest coach journeys e.g. Liverpool, Stretford and Sale. Despite the cramped conditions and boredom of this means of travel all athletes are thrown together and team spirit seems to prevail.

Quite possibly the non-unity of the womens track team in League

matches is due to the fact that they only have to travel on journeys within the Southern Area and not nationally. Therefore, they are not crowded together long enough in the same environment for barriers (e.g. squad barriers) to break down.

The last factor to be considered as a threat to team unity and cohesion is:

iv) 'the wayward individual'.

In the men's track team the best example of this type is Roger Macey (see appendix on Individual Careers).

Roger is a team managers nightmare, not through his own wishes but due mainly to his persistent knee injuries. If he is picked for a team he can travel to the fixture, the TM will declare him for his event and he will warm-up without problem. In the past though, his injury has returned in the intensity of competition and he has had to drop out. As this has happened on more than one occasion TM's are invariably loath to pick Roger for teams. They will leave him out unless very desperate. S.E.A.C. Team Managers have praised Roger's ability and they do not dispute his talent but when it comes to team athletics he is a liability they cannot afford to risk. This situation is very frustrating from Roger's point of view, because when he is fit and his knee is feeling strong he cannot get Club competition and has to find Open Meetings where he can enter as an individual. If he performs well in these and proves he is race fit the TM will consider him for Club teams. In many cases though a TM will include a less talented athlete than Roger in his team rather than pick Rog himself. The argument for this choice invariably relates to the need for 'reliability' in team athletics and in the eyes of S.E.A.C. TM's Roger is unreliable. (See footnote)*. In this situation the individual is secondary to the group.

*Footnote The situation which set Roger very much against the Club selectors involved the Calvados trip in September 1978. During August Rog had been picked for several Club matches and had raced well without reaction from his knee. In September he asked if he could be considered for France. Neil Tabor, the TM said that all the Sprinters had been picked so Roger said he would like to Hurdle (his principal event). Neil said, 'Sorry the team has been selected'. In the end Rog stayed at home, very disgruntled with the Club as a whole. In Calvados S.E.A.C. failed to field a B string 110 Hurdler while their A string, Bob Smith (principally a Triple Jumper) finished last.

3) The Meeting

As was stated earlier, 'the team', 'the meeting', and 'the seasonal cycle of the Club' although discussed under separate headings are entities all closely related to one another. Thus in the first part of this analysis consideration of types of meeting will be similar to earlier ideas on 'team theory'.

Types of Meeting

Like much of competitive athletics the meetings themselves can be grouped onto a hierarchical framework. The results, or expected results, can be used as a yardstick for evaluating the quality or standard of the meets. However, in so doing it is also possible to gauge types of meeting and their relationship between group and individual. For example, as mentioned above, The Open Graded Meeting caters specifically for the individual whilst the League is a team affair.

The following meeting types, assess in ascending order the role of the individual athlete vis a vis the team:

The Open Meeting:

Was created purely for the individual athlete. It is a meeting of limited events which the athlete can enter irrespective of his Club. Also it does not clash with larger meetings as it is invariably held on a mid-week evening. The competitor sends his entry fee and best performance to the organiser who grades him in a race or pool (field events) applicable to his ability. The meeting, therefore, is aimed to give people at all levels, competition close to their limit. And the athlete hopes that if conditions are favourable he will achieve a personal best.

The Trophy Meeting:

If the Open Meeting occupies the bottom end of the competitive spectrum for the individual athlete, the 'Trophy' is its counterpart in team athletics. In the pre-League days the somewhat haphazard inter-Club competition that existed centred on the traditional Trophy meets. Some of

them, such as the Kinnaird, presented high-class competitive opportunities but were usually for a rather fixed selection of Clubs. While this meant that the big names (Polytechnic Harriers, TVH, Birchfield, Belgrave, Achilles, etc.) were well catered for there were few chances for the lesser lights to compete, in this standard of competition.

For many Clubs nowadays, the Trophy Meeting fills gaps in the competitive calendar. At S.E.A.C. for example, the local Open Meetings tend to attract more response from the individual athletes. First priority in team events is given to League and Cup therefore the Trophy meetings often occupy third spot on the individuals list of proposed competitions. For the individual, training and preparation is geared towards particular meetings throughout the season. Obviously, all athletes would like to compete at the top of their ability every Saturday. But, since this is psychologically and physiologically very difficult (see section on 'Seasonal Cycle of the Individual') some meetings must be regarded as more important than others.

It is in the interest of the athlete to have several objectives during the season because if they aim at one particular match, they might fail or alternatively be too satisfied and be content to 'sit back on their laurels'. Once a competition is over the athlete, whether he has been successful or not must be concentrating on his next objective.

The 'peak' meetings in an athletes season depend on his ability; it might be the school sports, county championships, area championships, A.A.A.'s, the Olympics, or some or none of these. To most athletes of a Club standard, the area championships (Northern, Southern, Welsh, etc.) are probably the major meeting in their year. Therefore, competition just prior to this is sometimes refused, especially if it is a poor quality Trophy meeting. Bad conditions or sub-standard competition might result in a below-par performance which can have a derogatory effect on preparation for the area championships. In the same way, Trophy meets which follow a championship are sometimes refused by individuals because their whole organisation and atmosphere seem anti-climatic.

Due to much apathy on the part of the individual athletes team spirit at Trophy Meetings is erratic. On occasion though, the team aspect of Trophy Meetings can be fairly interesting.

In the 1977 season Neil Tabor, the S.E.A.C. TM had great difficulty in fielding a team for the Epsom Trophy. Many individuals were loath to compete on the hard cinder track at Ewell Court and others(it was July) were taking a mid-season break. Eventually ten athletes boarded the coach for Ewell. Rather than taking a defeatist attitude at their predicament, the athletes, under Neil's motivation, decided that they were going to win the Trophy. Many people agreed to take on three or four events to ensure that the whole programme was covered and no points would be unnecessarily thrown away. This resulted in Simon Rodhouse, the Shot-Putter, running 200 Metres and Nick Tabor, the Discus Thrower, High Jumping.

The harmony between the ten athletes became very close. When individuals were not competing they were cheering for their colleagues, and giving encouragement as opposed to isolating themselves from the group (as is often the case for athletes engaged in mental preparation for their own events).

In Trophy Meetings it is sometimes possible to see the big National League Clubs beaten by their smaller rivals, especially when the big Clubs are having difficulty in persuading their athletes to compete. It is a case of 'the best team on the day winning' - no matter how talented the Club might be on other days. However, the 'best team on the day' at Ewell was Southampton. Even to a casual outside observer the team with the most spirit, aggression and will to win amongst all its athletes was the smallest team there.

Although S.E.A.C.'s victory at the Epsom Trophy was a triumph for managership and collectiveness it must be seen as an unusual occurrence. Most Trophy Meetings are characterised by indifference to overall team results by many S.E.A.C. athletes, individuals 'use them' for extra competition and preparation, team success is secondary.

The League and The Cup

Consideration has already been given to the team spirit and cohesiveness required by Clubs in these types of competition. The overall team performance is more important than one or two wins in certain events. The British Athletics League was inaugurated in 1969 and one of its primary objectives was to encourage a higher standard of team athletics in a wider spectrum of events.

Many of the handicap meetings, popular in the post war years catered only for track events - Hurdles not included. The growth of Trophy

Meetings in the 50's and 60's involved a larger programme but often these did not cover every Olympic event. One of the prime policies of the League was to improve the standards of the 'cinderella' events - not only the field disciplines but also the Steeplechase and the 400 Metre Hurdles.

The hope was that, the need for Clubs to field larger teams, with more variety, would create more depth of talent, in more events. Therefore, from a national point of view improvements could be made. The A.A.A. administration had begun to realise that the Harrier tradition (pre-occupation with Middle Distance at Club level) in British Athletics had to change in order to make strides in the technique-orientated events, and thus keep pace with the rest of the world at the Olympics and other major championships. In other words, British standards in international competition could be improved if the grass roots level of athletics meeting was changed.

After Tom McNab returned from a fact-finding mission to Poland in 1966 the British League was born. It had taken observation of a fast improving athletics nation to realise the potentialities of League competition in the sport. The Poles had greatly increased their strength in depth in many technical events and McNab, although realising that this was not the sole means of their improvement felt it was a step in the right direction.

In 1969 Clubs for the inaugural three-division National League and the seventy-plus strong Southern League were selected by computer from best performances in 1968, and the League was underway. Of those original 18 Clubs in 1969, only ten now remain in the now 30 string BAL, which shows the tremendous changes that have occurred in Club strengths over the years. Those that have dropped out, with their original division: Blackheath(I), Achilles (2) Hillingdon (2), Surrey A.C. (2), Belgrave H. (3), Croydon H (3) and London A.C. (3). Of the current BAL 1st Division, three Clubs were not in the League at its outset: Wolverhampton and Bilston (entered in 1970), Stretford (1974) and Essex Beagles (1975).

One big trend in the 70's has been the decline in representation of the South London Clubs, many of them famous names in the history of the sport (South London Harriers, Belgrave Harriers). Yet in recent years there has been a massive improvement by the North London Clubs, with such as Shaftesbury, Haringey and Enfield all coming through. There seems little doubt that the advent of all-weather tracks has in many cases been shadowed by strong Clubs using them as bases.

During the pre-League days there was no way for the smaller Clubs to compete against their bigger, more famous counterparts. Higher quality Trophy meets existed for the better Clubs such as the previously mentioned Kinnaird Trophy. Since the creation of the League many smaller Clubs have climbed the divisional ranks and disrupted the dominance of the select few at the apex of competition. Sheffield have fought their way up from Division 6 of the Northern League in 1974, Shaftesbury Harriers won Division 5 (North London) of the Southern League in 1970 and have progressed year by year to win the Cup Final of 1978, (and be promoted to Division 1 in 1979).

Due to the requirements of League and Cup athletics Clubs have adapted their systems of administration and coaching to cater for more and more events. If a Club has to provide Pole Vaulters and Hammer Throwers for this type of competition then this has to be an incentive to produce athletes competent at these events.

Naturally there has been criticism of such matters as Distance runners being inveigled into Throwing the Hammer. However, if any team is to survive as a high points scorer in the League, then it cannot get away with such minimum standards and must develop all-round strength. To maintain high League positions a Club has also to be able to field consistently strong teams and to provide depth in reserve. This ability to get their men out on the day is the hallmark of a successful Club and a tribute to their Team Manager. Team Managership of the big Clubs can create problems of recruitment, not merely to teams but to the office of TM! For example, Thames Valley Harriers who have been in Division 1 of the League since 1969 have separate secretaries and Team Managers for five different Senior Men track competitions: National League, Southern League, GRE Cup, Middlesex League and 'Other Fixtures'. (This title 'Other Fixtures' and allowance of only one TM compared with four for the separate Leagues is another indication of the growing importance of League and Cup competition and the decline in the role of the 'Trophy').

TVH have proved that if suitable consideration is given to separate teams, especially the League and Cup teams then the Club can be successful in these types of competition. By dividing the offices of Team Manager amongst a wide variety of different meetings means that the TM's for the League and Cup can concentrate all their energies on three or four fixtures without having to worry about small Trophy meets and other inter-Club matches.

The European Clubs Cup:

As this analysis of 'types of meeting' has been considered on a hierarchical framework, some mention of the above competition should be given.

Each year, in the early part of the season, the winner of the previous years Division 1 championship competes against the cream of Europes Club athletes. This means the 'European Clubs Cup' occupies the upper end of the competitive spectrum for the Club athlete. Entry to this type of competition obviously requires a highly successful cohesive team, necessarily composed of many talented individuals. As a result the British representative Club often has a team of close to international standard. Wolverhampton and Bilston; the British team for the past two years has generally fielded around a dozen internationals and as many others on the verge of this status. But despite this international 'tag' the competition is still essentially Club competition and involves Club athletes, Club administration and Club finance.

National Championships

As much as ascertaining the 'national champion' these meetings are invariably selection procedures for major international competitions; such as: The Olympics, The European Championships, The Commonwealth Games, Europa and World Cups.

These championships are essentially individual in character. No team competition exists, and in fact Club vests are not a specified requirement as in many other types of athletics meeting. Many Clubs though are proud to be represented by their individual athletes at the A.A.A.'s or W.A.A.A.'s and even prouder if they excel there, as success can 'rub off' on the Club.

Many athletes at the 'Nationals' are trying to impress international selectors, either at Junior level, B team level or for a Major games. There is no concern with 'teams', 'team managers' or other athletes - unless they are rivals. Competition is purely individual.

'Internationals'

Are picked on the merit of their individual success. But once the individual has been selected he is immediately drafted into a team environment. For the new international this will involve colleagues and officials he doesn't know, whom he is required to 'work with' and live with for several days. This situation often causes friction between athletes and administrators at international level because the athletes are expected to accept advice and coaching from total strangers in a very temporary situation of team identity. 'Competing for your country' is a common phrase. The individual is expected to accept this responsibility. Individuality becomes second place to patriotism. The team aspect in international competition takes on a new identity. 'Politics' is not merely typified by antagonisms between sub groupings, coaches, administrators and athletes but it also covers the whole spectrum of international relations.

Most international matches take the form of two or three country-competitions with two athletes per event. From the selectors point of view the team result is very important. This is also true in the case of the media. If G.B. beats the USSR the papers rave over the result, even if the Russians field the equivalent of their third team. International matches are essentially team competitions, if individual athletes fail to perform well, they are dropped by the selectors.

Perhaps the best example of international team competition occurs at the Europa Cup. This is a knockout competition for the whole of Europe involving preliminary rounds, semi-finals and final. As this Cup is one-a-side, Britain invariably excels, as their strength, unlike the Eastern Bloc does not lie in depth, but in 'Stars' such as Ovett, Pascoe, Capes and Foster. The British Board therefore, are dependent upon fielding their stars. In many ways the TM for the Europa Cup semi is in the same situation as the S.E.A.C. TM for the first round of the GRE Cup. He wants to field his best team which means persuading his often reluctant stars to turn out. Everyone wants to compete in the final but are not always prepared to take on team identity in the semi-final. As a result the British Board try to ensure that their best team is always available for the Europa Cup 'semi' and to appease lesser internationals they have a B team match with France on the same day.

The Olympics (and other major games)

Just as domestic competition exists on a hierarchy of standards so does international. The highest standard must be the Olympics. Unlike other international events these Games do not cater for the team. Selectors do pick a 'team' as such but no medals exist for athletics teams other than relays. Medals in the Olympics, Commonwealth, European, African and Pan American Games are for individuals. However, as in most international gatherings, politicians, the press and indeed the public, create a team 'identity' with the athletics competitors. Nationalism comes to the fore with: medal tables, flags and national anthems. 'Cold War' oppositions re-emerge in sporting guise. Patriotism seems to be an expected characteristic of Olympic teams, no matter what their country.

Many athletes oppose this team identity which combines athletics with nationalism. Probably the most famous reaction to this 'national expectation' occurred at the 1968 Olympics with the Smith and Carlos Black Power salute on the Olympic podium. Their grievances mirrored racial oppression at home. They competed for a U.S.A. team whose officials expected them to respect and condone American nationalistic values. Smith and Carlos found that these very values were hypocritical and steeped in racism. As a result they reacted by symbolically rejecting the symbols of America (The Star Spangled Banner) at the medal ceremony.

Grievances of athletes are not always taken to these extremes, especially as athletes themselves are invariably politically apathetic. But it is common to hear of banning anthems, flags and medal tables. The athletes are aware that the Olympics should exist for them alone, that entries should not occur on a national basis. As the Olympics involves individual athletes, 'teams' seem somehow irrelevant, and so consequently do countries.

All the above statements have been written with a knowledge of the British athletics scene. They cannot claim to be a true representation of attitudes towards international competition throughout the world. Indeed the role of the 'team' in East Germany seems wholly different. Despite the fact that individual performances are paramount at the Olympics the East German athletes seem to thrive on their colleagues successes. When Vladimir Cierpinski was selected for the Olympic Marathon he was pleased but pessimistic as to his chances in the race itself. However, the

Marathon takes place on the last day of the Games. During the three weeks of competition Cierpinski saw countless team mates bring medals back to their quarters in the Village. He felt 'filled with pride' for the GDR and felt that he too could excel, and could beat the rest of the world. In the race itself Cierpinski, a virtual unknown won convincingly in the world class time of 2hrs. 10 min. He had improved five minutes on his best time for the distance. In fact before the Games he had not even been ranked in the world 'top 20'.

Cierpinski's victory is just one example of the East German self-Fulfilling prophecy. Examples could be given of other GDR athletes who succeeded in toppling favourites: Evelin Schlaak, Johanna Schaller, and Udo Beyer, but the point is that unlike the British team there is some sort of group cum team identity that brings excellence in individual performance at major games. And like Cierpinski, national pride and being 'East German' as such seems to help performance.

The next section considers the seasonal cycle of the Club. Like the 'meeting' and the 'team' it helps to show the imbalance between the individual and sub groups within the corporate group (the Club itself), and in doing so reinforces the importance of the squad as the most stable 'group' identity for the individual within the Club.

4) The Seasonal Cycle of the Club - A Study of Organisation of Athletics During the Year.

As any fieldworking anthropologist finds, the study of a group is governed by seasonal change, and at S.E.A.C. there is little exception to this norm. As Track and Field is a summer sport the major concerns of the Club cater for this competitive season. However, for most athletes the close season period of autumn and winter are important for training and preparation, for the next summer. Admittedly some 'fair weather' athletes occur, but 'the Club' itself can generally exist without their casual services.

Many athletes who finish summer competition, begin their winter training cycle but for Middle and Long Distance runners there is merely

a transition from one medium of competition to another. When Track finishes in September they turn to the 'Road' and 'Country' for their athletics. Yet even here there is a definite seasonal change to their training too. For most Middle Distance (MD) runners there is a general increase in their training milage to cope with the demands of Cross Country races which vary in distance from 5-9 miles.

Athletes in events other than Middle Distance can obtain competition at occasional winter floodlight meetings on many of the new synthetic tracks and there are periodical indoor meetings at R.A.F. Cosford.

However, only a few athletes in this country prepare specifically for winter competition (other than MD). If a coach takes some of his athletes to Cosford it is usually to retain the 'feeling of competition' or for a change from training routine or, indeed to test the success of the winter training programme in competition.

At S.E.A.C., although the Club has relatively high cross country and road running success, it is probably more concerned with its track season. This might be an insult to the Middle Distance section but after all they are only one 'type' of event within the total Club. This is not to say that all Clubs are alike. Throughout Britain athletics has been built on the 'Harrier' tradition of cross country specialisation and that is probably why we have some of the best MD runners in the world. Clubs such as Gateshead and Tipton Harriers 'rule the roost' during the winter months by winning team championships at the National Cross Country and National Road Relays. But once the track season starts these Clubs only compete at a mediocre standard. The reason is simply that in the summer athletics clubs are dependent upon Sprinters, Hurdlers, Jumpers and Throwers as well as MD. Clubs such as Gateshead and Tipton lack these event specialists as do many other Harrier style Clubs. In fact some Clubs such as Thames Hare and Hounds exist purely for Road and Cross Country running without catering for other events.

It is not necessary in this study to argue for and against the relative merits of Track and Cross Country. They cover competitive time spans which might overlap only very slightly. Most Clubs, and S.E.A.C. is no exception, give each event due consideration but both Track and Cross Country serve as examples of opposites in a seasonal continuum.

However, if one assesses the year from a sociological perspective, the Track and Field season involves the inter-action of many more sub-groups and individuals within the total group (especially 'teams' and 'squads'). This period must really be the central concern of the Anthropologist as Cross Country merely involves just one portion of the total group.

The Track Season

As was explained in the section on 'The Meeting', the most important types of match for a Club such as S.E.A.C. are the 'League' and 'Cup' fixtures for both men and women.

Officials and Team Managers at the Club are principally concerned with success in these competitions. The Club's prestige and overall ability is measured by reaching a Cup Final or achieving promotion to a higher League. The importance of these meetings 'rubs off' on the individual athletes but it is mainly concerned with the Club as a whole and the officials behind the scenes.

For S.E.A.C. the summer season 1978 was a period influenced by many time factors. For both men and women 'A' teams peaks and troughs occurred which related to major competition. For both teams the climax to Club athletics came at the end of the season: for the women it was the GRE Cup Final and for the men their relegation battle in the last British League match.

The following analyses consider separate case studies of both Mens and Womens 'A' teams during the 1978 Track season.

The Women

Although the Cup Final was not until September 23rd the girls began their campaign with the opening round on May 7th. The officials felt that the team would be fairly strong because (unlike League competition) they would not be dependent upon the weak Junior girls team, as the Cup involved Senior only.

The overall performance was in fact excellent. S.E.A.C. finished as easy winners. Twelve points clear of second placed Aldershot. The Southampton girls turned in a series of high class performances which saw

three Club records tumble: 100 Metres Hirdles, 4 x 100 Metres relay and 4 x 400 Metres relay. The potential of this team caused Club chairman Mike Smith to comment: 'We have a real chance of making the Final this year' - which was a prospect almost unheard of in the past.

The next round of the competition was on August 20th. This was not to say that from early May the womens team was in a competitive trough as they were still concerned with their Southern League matches. However, as previously mentioned, overall team success in the League was marred by the inadequate Junior section. Club officials still felt that a strong team in the Cup semi could get S.E.A.C. into the Final. So intent were the officials on qualifying that Team Manager Dagmar Gorman and Captain Janet Smith insisted that Carol Dawkins competed.

The Cup semi was held on a Sunday and on the Friday and Saturday Carol had competed in the Womens A.A.A. Championships. She eventually finished fourth in the 400 Metres which meant that as S.E.A.C.'s best overall woman athlete the team definitely needed her. Despite feeling tired Carol agreed to compete.

As well as running the 200 Metres she was persuaded to race a leg in both the 4 x 100 and 4 x 400 relays.

The extensive demands for Carol to race shows how the Club was concerned for its own success. Most coaches and officials would have allowed Carol to rest after a major National Championship where she had run so well in both heat and final of the 400 Metres. But both the team officials and her coach, Mike Smith virtually obligated her to run.

The irony of Carol's predicament was that she had a lingering foot injury which she had been advised to rest. By racing at her highest level in the Womens A.A.A.'s she felt that the adrenalin and intensity of competition had helped her to overcome the pain. However, by the next day the injury had reacted to the strain of two races. Most coaches would have approached the Team Manager and withdrawn Carol from the Cup semi, on justifiable grounds, i.e. that she did not want to prolong her injury. But Carol's coach was Mike Smith who just happened to be Club chairman and also the father of Janet, the Captain of the Cup Team. Mike, as Chairman felt the Club would gain prestige from qualifying for the Final. Carol could

help S.E.A.C. do this, so Mike advised her to race. Eventually Carol ran at an average standard for her and finished a distant second in the 200 Metres; her secondary event. (Mike had persuaded Dagmar to put Carol in this event as the 400 could be covered by another girl. Also he seemed to feel that by running a shorter distance Carol would be less worried about her foot. In fact she complained that the pain was intensified by having to run a fast aggressive bend, unlike the 400. Excess strain was put on the weaker side of her foot and she consequently ran a very cautious first 100 Metres around the turn).

One of the other girls, Val Le Moignan had also run in the W.A.A.A.'s. Admittedly she had only raced in the heat of the 400 Metre Hurdles on the Friday night but she still had to compete in this event in the Cup. On the Friday she had injured her hamstring on one of the barriers and did not really want to Hurdle on the Sunday. However, she did run in the 400 Hurdles and finished in a creditable second place. After this race the pain in her leg increased so that she found it difficult to Hurdle at speed which meant that she would be a poor prospect for the 100 Metre Hurdles later that afternoon. As far as team success was concerned the TM could not risk the prospect of Val dropping out halfway through the race. Dag. persuaded Liz Wren (the High Jumper) to compete; she was a good standard and would be more reliable for team points than Val, although she was not normally as good. Val ran later in the 4 x 100 relay but found that even here her hamstring was very painful. Luckily for her a reserve existed who could run her leg in the 4 x 400 or else she would certainly have had to compete in this, the last event of the day. The Club won this race without Val and in doing so ensured their progression into the Final by finishing in second position overall.

This explanation of the injury problems of Val and Carol shows how their individual requirements became secondary to those of the team and the Club in the Cup semi. The fact that they had competed in the W.A.A.A. National Championships that same week-end became suddenly irrelevant by Sunday. Top individual competition one day was not an excuse to avoid team competition the next. The injuries of the two girls did cause the officials to modify the team organisation slightly but did not exempt Val or Carol from the match.

Quite possibly if the girls had had the choice they would have rested on Sunday and indeed their coach Mike Smith would have probably told them so. But as far as the 'Club' was concerned this match was very

prestigious. It was a major peak in the fixture calendar and for the first time ever the Womens team would be able to compete at a top National level if they got to the Final. The collective organisation of the officials (by ensuring all the best athletes competed) as well as performances of the athletes ensured that the Club reached the Final.

Therefore, as far as Club team representation was concerned the three major peaks in the Womens fixture list must have been: May 7th, August 20th and September 23rd, the heat, semi and Final of the GRE Cup. With reference to the time factor; these three matches spanned the whole of the summer season for most individuals involved, and yet there was no lull in overall team performance during this long period.

After the Final the local evening paper, the 'Echo' stated: Sept. 26th:

'Southampton and Eastleigh's women's team brought their best track season to a successful climax in the GRE National Cup Final at Cwmbran when they finished fourth out of the eight competing Clubs. Although they could never challenge the international strength of Stretford they were always well placed and did briefly lead the competition after the early events. Southampton were unable to produce an individual winner. The nearest they came was a fighting second place for Val Le Moignan in the 400M Hurdles. But they did turn in a series of steady performances that always kept them in the hunt for points'.

Perhaps the lack of good individual results but the impressive overall team performance at Cwmbran reflects the official policy of S.E.A.C. The Club officials were happy for the individual success of girls such as Carol, Val, Liz Wren and Linda Nash in individual national and area competition (as indeed the girls involved would be too). But when it came to the Cup Final, the team and the Club overall were the central concern. The Club officials were more content with four of five second and third places than one resounding 'first' and lots of 'fifth and sixths'.

As it was, the only Southampton 'favourite' for a win was Carol Dawkins who eventually finished a disappointed fourth in the 400M.

Unexpected points came from Janet Dawkins in the 3000 Metres, Jane Curtis in the Discus and Liz Wren in the High Jump. So S.E.A.C. as a whole tended to warrant its overall fourth place by a succession of individual performances in this 'middle' area.

The Men

It has been mentioned that the Men's team fought a relegation battle in their last British League match of the season. In order to explain how the Club found itself in this situation, reference will be given to the proceeding three matches.

The dates for the four meets were: May 6th, May 20th, June 17th and August 26th. As an initial glance shows, the first three matches covered a relatively narrow time span, then a gap of ten weeks occurred before the last contest. The team as a whole gradually improved in the early matches, finishing fifth, fourth and third respectively. But by winning the last match any relegation worries were quashed. It seems significant though that overall Club performance for the men only reached its peak towards the end of the season. If they had managed to maintain that level with as consistent individual performances as the girls they would certainly have been promoted to Division 1 of the National League. Alternatively, if they had started as well as they had finished the success of the first match might have been repeated in the next two matches a few weeks later. If team success had failed, as it did for some other Clubs by August, the previous three matches would have been sufficient to maintain a respectable position in Division 2.

Some S.E.A.C. officials claimed that the girls team had better individual athletes than the men and this helped maintain their consistency, but this was not the case. The Men's team had athletes of comparable ability but they failed to produce their normal level of performance in League Competition so the Club team suffered. An excerpt from the 'Echo' explains the problem in its review of the first match, May 9th 1978:

'The Southampton Men's long journey to Edinburgh for the first British League match of the season brought them little success in the team competition as they slumped to fifth place among six Clubs.

The biggest problem for S.E.A.C. was the patchy nature of their performances (my emphasis) with some of those expected to do well being below par while others rose to the occasion

This type of result, as explained earlier, was pleasing for the successful individuals but was not conducive to a high standard of team performance and the Club consequently suffered by starting on a bad footing.

It is true to say that the team did have to travel overnight to this fixture, but so did Essex Beagles who were convincing winners.

In the second match at Birmingham, S.E.A.C. struggled to fourth place. The 'Echo' reviewed the competition, May 23rd 1978:

'Southampton always found the going hard on a day when many of their team could not find their best form' (my emphasis).

Alan Drayton won vital team points by coming an easy first in the 110 Metres Hurdles only to see his brother Brian loose them by failing to record a height in the Pole Vault. This type of mistake was a huge handicap to the Club's overall rating especially as Brian was consistently good for second or third place.

It was not until S.E.A.C.'s home fixture on June 16th that some sort of team spirit began to emerge. The athletes who had performed badly in the first two matches had no excuse of 'early season problems' as it was now the height of the summer. Everyone had performed well at some time during that season, even if it was not in the previous two League competitions. The team as a whole realised that they had to cover the absence of international decathlete Alan Drayton, who was usually a top points scorer in five or six events during a League match. The Team Manager emphasised how 'the chips were down' and this was the team's last chance to avoid relegation. Also; 'as we are at home we have all the advantages'.

S.E.A.C. finished a commendable third and significantly beat their rivals for relegation - Bristol. Initially the Southampton Team Manager had been very worried when he saw Bristol had brought their top international Distance runners: Nick Rose, Tony Staynings, Chris Ridler and Nigel Gates. As was expected, Bristol dominated every track race over 800 Metres but this effort was not enough to beat S.E.A.C. who benefitted from a much more consistent team performance than Bristol - in every event.

By the time of the last match on August 26th, S.E.A.C. were still candidates for relegation. Although Al Drayton had returned to the team, international 5000 Metre runner Neil Coupland was injured. The Club needed fourth place to ensure another season in Division 2.

Any worries were quickly crushed once the competition started.

S.E.A.C. led from start to finish. The Team Manager and chairman realised that the men had at last 'reached 'team consistency'. The 'Echo' stated; August 30th 1978:

'They won resoundingly and left fellow relegation candidates: Bristol, Edinburgh, and Enfield floundering in their wake. No one did more for that victory than Commonwealth Games Bronze Medal Decathlete Alan Drayton But it was no one man effort as the whole team turned in a series of excellent performances (my emphasis)., to give a seven point margin of victory over League champions, Birchfield'.

S.E.A.C. won the 110H, 100M, 200M, 400H, Pole Vault and Shot as well as recording many second and third places.

Perhaps one significant aspect of the time factor in team success was the performance of Essex Beagles who were promoted with Birchfield to Division 1. At Edinburgh in May they won with an outstanding team performance as S.E.A.C. finished a despondent fifth. But at their home fixture in August they finished fifth behind a victorious Southampton team. Possibly, as indicated earlier, if the S.E.A.C. team had found their collective form earlier in the season they might have been promoted; but such are the problems of overall team consistency in an individual sport.

Throughout this section stress has been given to the success of the Club, S.E.A.C. in athletics competition. Although individuals are involved in the sport, the team event still plays a vital part as 'The Team' represents the Club as a group much better than the lone individual ever can.

For men the overall standard of a Club is measured by its position in the National League: Divisions 1,2,3 or 4. And after this in the many regional Divisions that cater for Clubs of lower standards. For example, Midland League Div.2 or East of Penines League etc. Every Club tries to improve upon its final League position of the previous year. This means there is a target of improvement for the Club to gear itself towards.

* Footnote All sections of the Echo quotes which I have emphasised say something about team cohesion. They either indicate how there was a lack of it or how it managed to achieve a good overall result.

Every year the National Union of Track Statisticians (NUTS) produce a 'Club of the Year Ranking List'. This assesses the standard of most Clubs in the country in descending order. The result is a purely statistical conclusion based not on team competition but on the collective ability of every best performance in every event in a particular Club.

Although a 'fictional' team is collectivised on paper it is really assessing individuals within the Club.

The NUTS Club ranking lists never correspond to the National League positions of particular Clubs. For example, Birchfield used to regularly top the Table although they were generally a Division 2 Club. But the NUTS included in their statistics the world class performances of Ian and Peter Stewart at 1500, 5000 and 10,000 Metres. The brothers were reknowned for rarely representing Birchfield in a League match, and yet the Club would be awarded a higher statistical average of performance than for example, Wolverhampton & Bilston A.C. Birchfield would never expect to beat Wolverhampton & Bilston in a League match. This is because of Wolves better 'strength in depth'; which the NUTS do not take into consideration.

This example of the 'Club of the Year Rankings' has been included to show that the individual is not totally forgotten in studying Club Athletics. Whatever collectivisation of ability occurs in the Club, in the team, in the organisation of athletics, it is still an individual sport, made up of individuals.

A central theme of this section is 'The Time Factor' and its relationship to competitive fluctuations of the Club. This theme helps to compare the individual vis a vis the overall group - the Club itself. By considering the seasonal cycle of S.E.A.C. it has been possible to see the Club's peaks and troughs of major prestigious competition. The individual too has a year of peaks and troughs where preparation and competition periods are crucial. The two differ though in as far as the individuals series of cycles might only last a maximum of ten years (ten cycles). This is because the individual as an athlete might only survive for ten years at the most.

The Club however, is a social system which, as such can last much longer. It is almost constant. True, the coaches and officials do not

last for ever but they have more secure links to this total system than the athletes. The athletes change constantly from year to year as their individual careers wax and wane and they become more and more or less and less involved with 'the Club' as a social system.

Thus the seasonal cycle explained above is a relatively typical example of any Club season at Southampton although 15-20 years ago the actual competition which the Club tried to win would not have been 'The Cup' or the League. However, the Club administration would still have been gearing athletes to win in exactly the same way as occurred in 1978 - to boost the Clubs overall standard in relation to other Clubs.

The individual athletes involved are not the same as 15-20 years ago. In a way they are cogs in the machine which are essential to its working but expendable if they get old or inefficient. The Club machine can always continue while there is a definite supply of newer or more efficient cogs.

Analysis of the corporate group in this section has been progressive. It considered 'the team' as a changeable yet regular representation of the Club itself. From there, attention was given to the counterpart of the team, the 'meeting'. Here, teams from different Clubs compete for the prestige of winning.

Successive meetings need continuous good results from the Club's point of view. In the League and Cup the overall standard of a Club is ascertained by its performance, not in one but in several matches over the course of the season. This factor was considered in 'The Seasonal Cycle of the Club'.

The logical progression of analysis therefore, is to consider next the standard of the Club over several seasons.

Successive seasonal cycles of the Club relate to:

League and Divisional Stability, which in turn relates to:

The Self Fulfilling Prophecy.

This first title is in many ways a contradiction, and for most Clubs would read better as 'League and Divisional Instability'. However, the bump diagram gives examples of both (See footnote)*.

*Footnote The graph is diachronic as opposed to synchronic and studies a situation over a period of time (6 years) as opposed to one moment in time (1 year) as is usual in field research.

						1973	1974	1975	1976	1977	1978
DIV. 1	1	CARDIFF									
	2	T.V.H.									
	3	WOLVES + B.									
	4	EDINBURGH S.									
	5	HILLINGDON									
	6	READING									
DIV. 2	1	BIRCHFIELD									
	2	SALE									
	3	STOKE									
	4	S.E.A.C.									
	5	BRIGHTON									
	6	WOODFORD									
DIV. 3	1	POLYTECHNIC									
	2	ENFIELD									
	3	LIVERPOOL									
	4	BRISTOL									
	5	SWANSEA									
	6	ACHILLES									
DIV. 4	1	LATON									
	2	EDINBURGH A.C.									
	3	NOTTS A.C.									
	4	CROYDON									
	5	WIMBLEDON									
	6	SURREY A.C.									
						Wimbledon and Surrey Failed to achieve re-election to the League and were replaced by: COVENTRY + STRETTFORD	STRETTFORD COVENTRY. Notes and Achilles relegated. Replaced by: ESSEX BEAGLES + MET. POLICE	ESSEX BEAGLES MET. POLICE Croydon relegated. Brighton re-elected with: SHAFTESBURY.	SHAFTESBURY. Coventry and Reading relegated. Replaced by: SHEFFIELD + OXFORD	SHEFFIELD OXFORD Stoke relegated Oxford re-elected with: HARINGEY.	HARINGEY. Swansea and Hillingdon relegated. Replaced by: EPSOM + BEDFORD

Table 6

Changes in League Position of Athletic Clubs
(British Athletic League 1973 - 1978).

A statistical analysis of the changes in position of individual Clubs from one year to the next revealed a positive correlation between a team's ability to raise itself in the League during any one season and its ability to repeat this achievement during the subsequent season. (Correlation coefficient $r = \text{plus } 0.39$ which, with 88 degrees of freedom is highly significant at 0.1%).

In other words, if a particular Club improves its position during one season then there is a reasonable prediction that it will improve its position yet further in the next season. If it falls in the League Table then this also suggests a reasonable prediction that it will fall further during the subsequent season.

The meteoric rise of Clubs such as Essex Beagles and Stretford, and similar descent of Hillingdon and Reading can be seen by reference to the bump diagram.

Merton argues (1968) that the self fulfilling prophecy occurs if someone believes something is going to happen hard enough, it may happen. He uses as an example examination neurosis; the anxious student, convinced he is going to fail devotes more time to worry than to study, and consequently presents a poor paper. 'The initially fallacious anxiety is transformed into an entirely justified fear'.

'Or it is believed that war between two nations is inevitable. Actuated by this conviction representatives of the two nations become progressively alienated, apprehensively countering each 'offensive' move of the other with a 'defensive' move of their own. Stockpiles of armaments, raw materials and armed men grow larger and eventually the anticipation of war helps create the actuality'.
(1968 p.477)

Clubs on the ascent often create a 'bandwaggon' effect, Enfield originally reached Division 2 of the National League in 1974 by the efforts of their 'home grown' athletes.

At the time Geoff Capes left Birchfield because he wanted to compete for a London based Club who would pay his travelling expenses - he chose Enfield. The added strength of Geoff in the Throws helped the Club into Division 1. At once Enfield became popular for international athletes: Paul Dickenson, Roy Mitchell, Alan Lerwill and Andy Drezweicki all joined.

However, Enfield as an amateur organisation found it difficult to pay expenses to all these 'stars'. Many then refused to compete, and the Club dropped to Division 2. By 1978 Lerwill had retired, Mitchell and Capes were preparing for Commonwealth and European Games and Drezweicki had taken up weight lifting. Dickenson still competed for the Club but as a specialist Hammer Thrower lacked the all-round ability in the Throws that Capes had and so was not a major points scorer.

Unfortunately many of Enfield's local athletes who helped towards the success of the 1973-74 season had retired or left the Club because the 'stars' had taken their places in the team. Therefore, just as the 'bandwagon' effect had aided a two year reign in Division 1, it also assisted Enfield's eventual drop into Division 3 at the close of the 1978 season. As the statistics have shown, there is a good chance that Enfield will be relegated again this year (see footnote)*. The installation of a new synthetic track in the town may be the Club's saving grace in future seasons, as many youngsters are 'coming through', encouraged by the new facilities.

Alternatively, Hillingdon, for many years a top national Club (see ranking list page 222) have left the League altogether.

When Hillingdon were relegated from Division 1 in 1975 the 'rot had already set in'. Finances had been stretched by luxury travel to Edinburgh (for League matches) and by paying expenses to 'star' athletes. After relegation the 'stars' tended to join TVH or Enfield. Hillingdon officials realised the folly of their 'expenses policy' which was operated whilst ignoring a young athletes coaching scheme or liaison with schools in the Hillingdon Borough to use for recruitment.

It is said that Hillingdon officials were in conflict with each other. Certainly Eric Shirley, TM during their successes of 1974 resigned from the Club and joined Polytechnic Harriers.

By 1978 Hillingdon finished last in Division 4 of the British League. That season they had often sent only 'token teams' to compete. The creation of a fifth Division in the 1979 winter meant that Hillingdon could have remained in national competition. They decided to opt out and compete in the Southern League - owing to the depletion of their financial and athletical resources.

* Footnote The 'bandwagon effect' continued in the 1979 season and Enfield were relegated to Division 4.

Invariably, the teams who drop out of the League never return; or at least Stoke, Reading, Surrey, Blackheath, Croydon, Achilles, Coventry, Notts A.C., London A.C., Belgrave, Hercules, Wimbledon and Bellahouston have all left and none have ever been re-elected.

Alternatively, the self-fulfilling prophecy has worked for Clubs climbing the League ladder. Mention of Enfield has already been given but as the bump diagram shows; Stretford, from their election in 1974, ascended year by year to Division 1 where they are now fairly stable. They improved from good to better and expanded their catchment area for membership over much of the North-West, often to the detriment of Clubs such as Liverpool and Sale.

Essex Beagles, likewise made a hasty rise to the first Division, attracting on their way, many athletes in the East London area and even beyond. During the 1975 season Bob Mortimer, the Beagles TM made casual advances to Simon Rodhouse, (the S.E.A.C. Shot Putter) to join the Essex Club. The offers had to be fairly casual as 'poaching' of athletes contravenes A.A.A. laws. Bob, however, knew that despite his Junior international status Simon could not get into the S.E.A.C. National League team due to the top class Throwing of Rog Kennedy and Paul Rees - he was still third string in the Club. Bob told Simon that as first string for Beagles he would certainly receive expenses for every National League match.

This policy of Essex Beagles shows cunning and initiative. They were aware of Simon's partial discontent at S.E.A.C. (i.e. lack of competition) and used financial incentives to try and induce him to join them. In so doing they were careful not to put the offer on a firm footing in case they were accused of 'poaching'.

Eventually Beagles managed to plug the 'Throws' gap in their team deficiency by persuading international, Richard Slaney to leave Crawley A.C. and join them. Whether he received similar offers of monetary assistance to Simon is not known - but quite conceivably he did.

The final consideration of the self-fulfilling prophecy concerns the Clubs who have dominated Division 1 for the past six years; Wolverhampton and Bilston, Cardiff AAC and Thames Valley Harriers. There is little doubt

that these Clubs have maintained their superior positions because they have attracted the best athletes to compete for them, and have managed to run thriving junior and young athletes sections. Athletes from all over the country compete for these Clubs, but if they ever left there is an assurance of grass roots talent always in supply - unlike Hillingdon.

Also because of the successful nature of the Club; athletes of all standards are encouraged to join.

A successful Club breeds more success, and they believe some might 'rub off' on them. They want identity with a match-winning organisation. The membership list of Cardiff is vast, (nearing 1500 members as opposed to S.E.A.C.'s 300). Its catchment area, with the possible exception of Swansea, includes most of South Wales. Likewise members of Wolverhampton come from Leicester, Nottingham, Northampton and Birmingham. Large membership brings a Club more money, from coaching fees and subscriptions. Successful Clubs might receive local sponsorship (e.g. W&B have for some years received assistance from the Wolverhampton Building Society). More money means better expenses for the 'stars' therefore the Clubs retain their 'bandwagon' identity and get bigger and stronger.

It seems doubtful whether any of these Clubs will be relegated from the 1st Division. They have taken too many financial and athletic precautions - but as the statistics prove a 'new' Club such as Stretford, with a big catchment area of athletic talent and a growing bank balance could topple them from their primary positions. Likewise Haringey, now in Division 3 could be the 'Club of the future'. Last year they received £3,000 sponsorship from Jaffa. For the past eight years their central objectives have been with the young athletes (an arrangement with Haringey Council to prevent vandalism) but now many of these youngsters have grown up and are providing a formidable force at Senior level. Also a team identity has grown up based on years of friendship in The National Young Athletes League. At present Haringey, of all the Clubs in the League probably relate best to Mertons idea of the self-fulfilling prophecy. They believe they are the best and have funds, organisation and athletic prowess to back them up (In 1979 Haringey were first in Division 3 and second in the GRE Cup Final).

The bump diagram also shows the relative consistency of other Clubs. For example, Liverpool who oscillate between Divisions 3 and 4, Bristol between 3 and 2 and Sale and Birchfield between 1 and 2.

Although the years 1969-73 are not shown, S.E.A.C. in fact remained in Divisions 2 and 3 during this four year period. Therefore, in the history of the National League, Southampton have been fairly consistent, only once falling to Division 4.

The 1975 season which saw their relegation from Division 3 was not marked by a specific decline in individual athletic performance. Indeed Roger Kennedy and Paul Rees were approaching international standard in the Shot (Paul was already a Welsh international), John Longman had received Junior international honours in the 400 Hurdles, Alan Cronin had represented Britain at 110 Metre Hurdles and Al Drayton likewise for Decathlon.

During this season team spirit was lacking, possibly due to the Club's pre-occupation with the success of its individual athletes. Jo Smith resigned her post as Mens TM and Neil Tabor took over, with enthusiasm but inexperience. During the course of the season team organisation fell into disarray. Neil failed to get all the top athletes competing on League days. Many lesser athletes who were reliable for points in the past seemed indifferent to the importance of the League. The extra points amassed by John, Al, Paul, Rog and Alan were squandered by athletes in other events.

The 'poor attitude' of the S.E.A.C. athletes was exemplified at the final match of the season, at Luton. Swansea, who 'on paper' had no better athletes than Southampton achieved promotion to Division 2 whilst S.E.A.C. were relegated. Before the match the Swansea team stayed as one group on their coach while the TM 'psyched them up' with a team talk. The S.E.A.C. athletes casually left their coach to get changed.

During the meeting the Swansea athletes sat together, constantly cheering their team mates. The S.E.A.C. athletes sat in small groups around the track, seemingly unconcerned at the efforts of their fellows. Every time the overall points score was announced the Swansea team waited in trepidation for their score. The Southampton athletes were indifferent.

When Swansea achieved surprise promotion by virtue of the last match, members of the S.E.A.C. team argued; 'well they've got better athletes than us'. It is fair to say that on the day their athletes performed better but this was due to their team spirit, due to the self-fulfilling prophecy - they knew they could get promotion, and they did. Conversely, the S.E.A.C. team decided they were doomed to relegation, although theoretically they were not. The anticipation of relegation eventually created the actuality.

When the two Clubs met again in 1977 in Division 3, the membership of each team had changed only slightly but the will to win was this time with S.E.A.C. They were the team who were promoted while Swansea descended to Division 4. Neil Tabor had by this time settled into his office as TM. He had instilled in the athletes a positive approach to team athletics. The competitors as individuals were in some cases not as good as in 1975, but they worried about the overall points score and were concerned about how their colleagues were performing. Athletes took an interest in each others event, cheering and encouraging throughout the matches.

The 1975 decline in team performance can be associated with organisational aspects of the team rather than a loss of top athletes. Neil faced teething problems in his new office of TM. The team itself suffered, and it lost identity. The Club put faith in its individual athletes rather than the team as a whole - relegation resulted.

By 1976 Neil had established himself. He struck a rapport with the athletes, he was popular. He became expert at 'getting people out'. Athletes felt a team responsibility and were determined to move straight out of Division 4, out of 3, and back to 2. This they did due mainly to a belief that this was their rightful place. Virtually the same athletes composed the 1978 team as were competing in 1975, 1976 and 1977, but the individuals improved their own performances during that time. As a result the team improved overall - the self-fulfilling prophecy prevailed.

Other Clubs in the League have suffered setbacks as their officials changed jobs, just as S.E.A.C. did. Obviously details of these are difficult to come by, but it would be interesting to have studied the problems that faced the Swansea officials during the years 1975-78.

Just two Clubs have remained in Division 1 throughout the ten years of the League, Cardiff and TVH, two Clubs where there have been great athletes but also very dedicated officials. TVH's pre-occupation with managerial specialisation has already been mentioned and it is this that helps to utilise the best talents of the individual athletes in a team environment. Two Throwers, Dennis Roscoe of Thames Valley and John Walters of Cardiff have amazing records of consistent appearances but one never hears of the officials who work in the background of the Clubs to maintain this consistency.

Finally, an analysis of those Clubs in The British Athletic League over the past ten years. Scoring from 24 points for 1st in Division One to 1 point for 6th in Division Four, the overall League Table looks as follows: (current Division in brackets)

1.	Cardiff AAC (1)	226
2.	Thames Valley Harriers (1)	225
3.	Wolverhampton & Bilston (1)	197
4.	Edinburgh Southern H (2)	192
5.	Birchfield H (1)	191
6.	Sale H (2)	176
7.	Hillingdon	155
8.	Woodford Green (2)	152
9.	Polytechnic Harriers (3)	134
10.	Southampton & Eastleigh (2)	120
11.	Brighton & Hove (4)	117
12.	Borough of Enfield (3)	103
13.	Bristol (3)	87
14.	Liverpool H (3)	87
15.	Edinburgh A.C. (2)	81
16.	Stretford (1)	80
17.	City of Stoke	70
18.	Reading	68
19.	Swansea H (5)	64
20.	Surrey A.C.	59
21.	Essex Beagles	51
22.	Blackheath Harriers	41
	Croydon H.	41
	Notts A.C.	41
25.	Luton United (4)	40
26.	Achilles	37
27.	Metropolitan Police (4)	32
28.	Shaftesbury Harriers (2)	20
29.	London A.C.	18
30.	Coventry Godiva	10
31.	Sheffield (3)	9
32.	Belgrave Harriers	7
33.	Blackburn H (5)	6
	Haringey (3)	6
	Oxford (4)	6
36.	Hercules Wimbledon	5
37.	Bellahouston H	2

CONCLUSION

When Goffman talks of the 'total institution' he has in his mind's eye a social system in a closed environment. A physical boundary is generally involved as with a prison or mental hospital. These institutions become a total part of the people's lives.

Goffman's description does not seem wholly divorced from the Athletic Club. Admittedly he was considering an extreme situation but if his concept was slightly more flexible it could certainly be associated with other institutions. The Club is obviously a more fluid social entity than the mental hospital. It is not a total part of people's lives. However, it is often a major part of many members' lives. Aspiration and dedication from athletes, coaches and officials professionalises attitudes, sometimes to the level of obsession.

Institutions such as The Athletic Club certainly have a role in the social sciences. Our own culture is rich in untapped research resources.

Through fieldwork I have found that despite the individual nature of competitive athletics the athlete is not a 'loner'. As in many other aspects of social life there is a need for group identity, but this is not necessarily cohesive.

By joining the Athletic Club, the individual becomes caught in a web of inter-activity intrigue. His motivation and aspiration is generated through his relationships with others: coach, training partners, squads, teams and team managers. All these inter-personal and inter-sub-group relations occur before the athlete has even reached the crux of competition i.e. with athletes from other Clubs. Ninety per cent of the individual's athletic life is invariably bound up within his 'semi-total institution'.

Athletes are undoubtedly dependent upon others. When favourable results occur in training and competition the athlete might claim independence from others and stress the individuality of the sport. Yet when problems develop, the individual invariably relies on the inter-personal relationships within athletics for physical and moral support (see footnote)*.

*Footnote This relates to Maslow's third level of self actualisation (see section on The Athlete) the need for belongingness. Before an individual can obtain self-mastery, self-control and so reap success (the fourth level) he needs a sense of group belonging.

Probably the most important partnership is that between coach and athlete. This dyadic relationship can be classified as the first progression towards 'groupishness'. Even if the athlete uses his coach as an 'advisor' to consult once a month he is showing his dependence and negating his individuality.

Further dyadic links can occur, with training-partners. By organising occasional sessions with another athlete a pairing relationship can be established. Sometimes temporary, very loose-knit training arrangements can occur (usually with Distance runners) when several athletes plan a session between themselves. Such inter-action contradicts the cliché; 'the loneliness of the long-distance runner'. When the Distance man does get lonely, frustrated or depressed he can rekindle motivation by training with others - even if occasionally. Distance runners might enjoy and prefer training in isolation but it is unusual for them to do so relentlessly. They can also counter 'loneliness' with the group camaraderie (even amongst opponents as well as team mates) of Cross Country and Road races (see pages 137-138).

Athletes in technical events might have to rely on periodical group sessions and infrequent coaching but they are very dependent upon critical observance of their Throwing, Jumping, or Hurdling techniques. This can be provided by colleagues in the event as much as coaches - but still stresses the importance of inter-personal relationships and group linkage to the athlete.

The most common form of group identity in the training environment is the squad. The extent of 'groupishness' varies from event to event and from coach to coach - thus the development of the terms 'close' and 'loose-knit'. A close-knit squad with a high density of inter-action usually involves athletes who develop significant dependence on their coach and training partners. In a loose-knit squad the athletes have more of an individual training bias but realise a structure exists which caters for group training when they require it.

The team gives the individual a group identity in the competitive environment. It is during competition (with the exception of the relays) that the athlete is in most intense isolation. In the friendly training

environment the coach and squad help to prepare and condition the athlete for the hard competitive realities of 'winning and losing'. A few athletes fail to cope with this 'relatively simple hierarchical social structure' (J. and F. Cullen 1975) and are consequently recognised as 'good trainers' but 'bad competitors'. In the happy group atmosphere of the squad where they work with others, these athletes can train to the height of their abilities without pressure. In the stark intensity of competition they become tense and scared because there are no friends to turn to and the athlete has to work against others. The athlete is conscious of having to occupy winning and losing positions which the Cullens argue are 'indicators of the social distance separating the two basic structural positions'. The 'bad competitor' from the cohesive squad is not always able to cope with this divisiveness.

The team can provide reassurance and motivation; especially if it has a good collective spirit. Likewise, a good team manager can spur athletes on with encouraging words or even condemnation if it is timed properly. A nervous, unsure athlete can gain confidence through the success of his team mates. The self-fulfilling prophecy can occur when an athlete knows he will compete well - even against the odds - because colleagues in the team have done the same.

At some matches a team which starts off well in the initial events (e.g. Hammer, 400 Hurdles, Long Jump) is assured of continued success from its following competitors. Likewise a team which records a series of last places early-on cannot always counter the gloom and despondency that settles on the other athletes. No matter how well 'psyched' an individual might be, the disillusion and depression of his team mates can often have a derogatory effect on his performance. Such is the nature of the self-fulfilling prophecy in athletics and it proves that the individual is effected by group identities in the competitive as well as training arena.

Despite calling training partnerships, coach-athlete relationships, squads and teams, 'group characteristics', I realise that these entities are non-corporate. The only corporate group which occurs in this study is the Club itself - S.E.A.C. However, the Club is not as important as the sub-groups associated with it. For example, the 'team' is the representative

of the Club and yet many separate team identities occur, at once making Club representation divisive: e.g. Mens National League Team, Womens Southern League Div. 1 and 4 Teams, Mens Southern League Team, Mens and Womens Cross Country Teams, Young Athletes Team etc. All these entities show the relevance of sub-groups. Identity is also given to the squad as a sub-group. The Club as a whole is rarely seen, except possibly at the Track on principal training nights. Even then differentiation is marked by territorial observation between squads. No Club House and lack of collective social functions aids division in the corporate group and as a result the principal part of this study is directed at the small sub-groups.

It is my contention that other sports on my introductory 'Types of Sport' Andreski model could be studied in a Club context. The role of individual and sub-group inter-action (via teams, training groups, social or hierarchical cliques) could be considered within the institution.

The aspect of professionalism might radically change the attitude of the individuals to their colleagues and team mates. Network inter-action in say, a professional football Club would certainly seem to be far denser for the total group than an Athletics Club. On the other hand, rivalry and competition between apprentices and reserves might be encouraged in order that only the 'fittest survive' for first team consideration. This might alternatively sever links between players, even in the teamwork situation.

Most sports Clubs would require a secondary 'Andreski type' model which catered for sociological aspects of the sport. The fieldworker could work from this, disproving and supporting his original hypotheses. Naturally he does not have to consider Individual-Group Inter-action - via network theory as I have done. In a Club or other sporting environment the participant observer can analyse countless sociological phenomena using various theoretical paradigms. The potential for field research in any sport is enormous. Politics, Economics, Religion and Kinship can be applied to various situations:-

Gluckman feels a relation occurs between the 'ceremonial symbolism' of recreational activities to the structure of ceremonies in tribal society (Frankenberg 1957).

Frankenberg sees the football Club in Pentredywaith as a symbol of village unity and cohesion against the outside world (1957).

Lushen argues that 'Sport must be understood in the first instance as a stratified area of social structure' (1963). He collected much of his material from German sports Clubs and argued that 'Participating in sport as the member of a Club serves a social integration function beyond the level of sport itself. In his Club, the young sportsman comes into contact with other members of his class who practise that sport with a system of norms and values which conform to those of his class. Sport is therefore an important factor in class specific socialisation'.

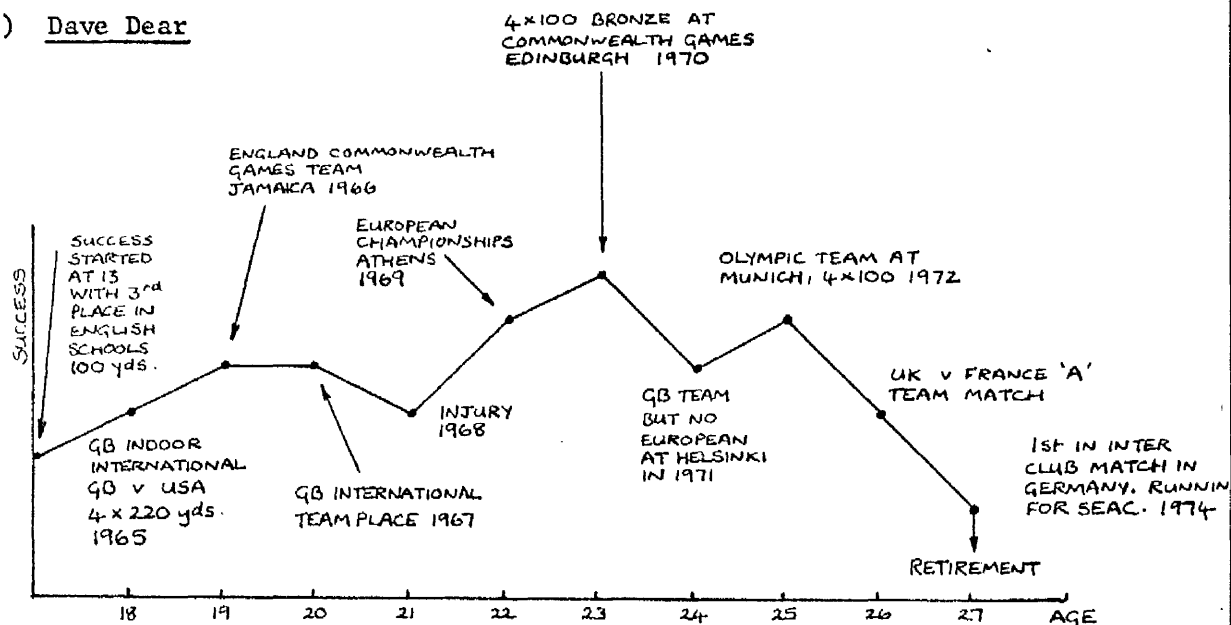
Weinberg and Arond call boxing 'The vocational medium of status attainment'. Also the sport is a '... highly stratified occupation. Rank is determined by a boxers rating in a weight division, by their position in a match and by their status with stablemates who have the same manager' (1952).

Dunning wonders whether a profit orientation in professional sports Clubs threatens to turn the sports themselves into purely commercial spectacles which cease to be sports in any meaningful sense of that term. He also considers whether 'Sports serve to give the individual in the 'lonely crowd' of our impersonal modern mass society a sense of belonging to some wider social grouping?' (1971).

Eitzen thinks amateur sports teams 'are one type of organisation where goals are specific and the members are in agreement on the goals yet they remain relatively untapped as sources of goal-attainment studies. Clearly sports teams have a single objective which overrides all other consideration - they are organised to win games and there is a convenient measure of that goal - the winning percentage for the season'. (1973).

Above are merely a few examples of the potential of sport group studies in the social sciences. I believe that 'the Club' particularly can provide much future material for research on small groups.

APPENDICES

Appendix: 1Career Crisis and the Individual (a continuation of examples given in Section A, p.57-60)3) Dave Dear

As a Sprinter Dave's greatest asset was his tremendous natural ability. The effort he put into training was negligible but the results he achieved in competition were of a very high standard.

From the age of thirteen Dave competed for Southampton AAC and by eighteen had gained his first Senior international vest, in 1965. The next year he represented England in the Jamaican Commonwealth Games. An injury put him out of the Olympic team in 1968 but by 1969 and 1970 he was at the peak of his career. In 1969 he won the 200 Metres at AAA, Southern and Inter County Championships and in 1970 collected a Commonwealth Bronze for England in the 4 x 100 relay and a personal best of 21.0 in the 200 Metres.

In 1971 Dave still achieved international honours but found it difficult to repeat the performances of the previous two years and failed to make the GB team for the European Championships in Helsinki.

At the start of the 1972 season Dave felt that age was at last catching him up. He produced poor early season form and was constantly niggled by minor injuries. Even so, his brilliant competitive ability came good in the Olympic Trial 200M where he ran his second best time ever and qualified for the Sprint relay team.

By 1973 David's natural ability started to run out. He was now 27 and found it more and more difficult to maintain his usual high level of performance. He still made the GB team against France but returned from this fixture bitterly disappointed with his sixth place in the 200 Metres. At the time I thought he would be pleased with 21.7 seconds which was a season's best. He answered: 'Yes it's O.K. but I used to be able to run 21.7 in any race without effort. In France I was running eyeballs out'.

Dave had reached a crisis point in his athletic career. He wanted to carry on competing at international level (he was very much a 'social' athlete who enjoyed trips abroad) but was finding it increasingly difficult to reach this standard. There seemed to be only one horrible solution left to him; if he wanted to maintain the high standard of results which he was used to - he would have to train harder.

Throughout the mid and late summer David trained in earnest for the Commonwealth Games Trials to be held in September (The Games were in New Zealand in January and Dave felt this would be a nice winter holiday). He argued that if he could run 21.7 without work, with training he could clock 21.3-4 and that would get him an England team place.

Trying to get fit in such a short space of time was an attempt at the impossible even for Dave. His excess training drained him. He was older now and had never been used to hard work, even in his youth. Once the Trials arrived Dave was in a worse state than before his training. He ran a tired 22.3 in the 200M, a disaster which failed to get him a team place.

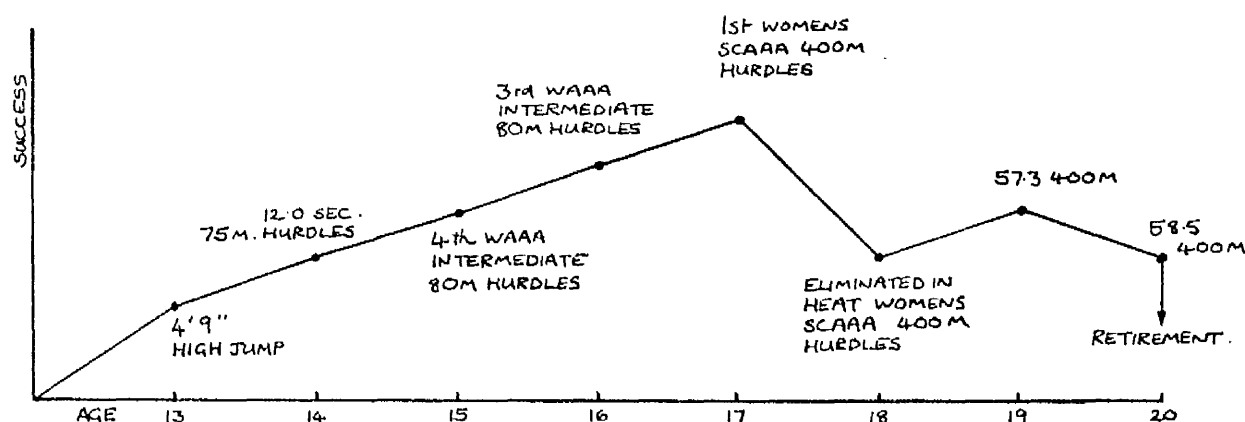
By now most of Dave's old rivals and even his friends realised that he could not produce the odd 'blinder'* (* excellent performance) under pressure as he had done in the Olympic Trials. He was on the way down.

Dave realised this too; and for him competition at a lower level than international was not good enough. This meant Daves decline was S.E.A.C.'s loss. If he could have gained the odd international vest he would have continued to compete for the Club. Without this bonus he was not satisfied with mere Club competition. As a result S.E.A.C. lost their top Sprinter when he was still at a very good 'Club standard' and could have continued to be a major points scorer in League matches for some years.

Therefore, Dave as an individual left athletics completely. He was not keen to coach or pass on his vast experience in any way. The Club suffered from his absence and the void created by his retirement was not filled until 1977 when Mike Kelly emerged as a worthy successor in the Sprint events.

*Footnote 1 Like John Longman, Dave remained active after leaving athletics and turned to team games, especially football.

*Footnote 2 Dave did run once more for S.E.A.C. in 1974. There was an inter-city 'twinning' match in Brenerhaven and Dave came out of retirement to compete.
He won both 100 and 200 Metres.

4) Sarah Hester

Sarah competed for S.E.A.C. from the age of thirteen and was initially a High Jumper. Her lack of spring but obvious suppleness encouraged the Team Manager to remove her from this event and enter for Hurdle races. In the Junior Women's age group (13-14 yrs) Sarah reached a fair standard of 12.0 secs. in the 75M Hurdles. It was in the following two years, in the Intermediate section (15 and 16) that she flourished over 80 Metre Hurdles. She came fourth and third respectively in the Women's AAA Intermediate Championships in 1973 and 1974.

It was the transition to the Senior Women's 100 Hurdles at 17 that provided Sarah with her first career crisis. In the same way as John Longman her Hurdling technique was good over the higher barriers but her stride pattern tended to break down over the extra distance. This meant that she had to stretch for the later Hurdles and tended to hit them hard or not get over at all

Excessive work on Hurdle technique started to depress Sarah. Her coach, Mike Smith felt that if she improved her overall running strength first: on hills, weights and endurance work it might give her the ability to maintain her stride length towards the end of the Hurdle race. Sarah warmed to her task and started to increase her overall fitness and strength. She began to do the same sessions as John Longman and Donna Murray. It was then that Mike saw her potential over 400 Metres Hurdles, which for women was a new, developing event.

The Hurdles in this event, as for the men were lower than the shorter race. Sarah found, as John had that same winter that this event suited her better than the 100 Metre Hurdles. She developed a stride pattern and practised Hurdling endurance. And in the same way as John she reaped the benefits in the summer of 1975. That year the Womens Southern Counties AAA Championships organised their first 400 Metres Hurdles race and Sarah won in the highly respectable time of 63.8 seconds.

In 1976 Sarah started to have trouble with her stride pattern between the Hurdles. On a cinder track she could Hurdle smoothly, starting off on 17 strides and changing to 19 as fatigue set in during the latter part of the race. On a synthetic track the assisting bounce provided by the rubberised surface meant that in the early part of the race Sarah was reaching her Hurdles in 18 strides and so having to lead with her right leg instead of her natural left. This meant she could Hurdle adequately but lost momentum, which required effort to retain, increased effort meant early onset of oxygen debt and oxygen debt resulted in her hopping over the last few Hurdles in extreme pain.

Every major competition for Sarah was on a synthetic track, and without fail she would perform badly on these occasions. To compensate she would return home determined to improve her stride pattern. At that time Southampton only had a cinder track. Sarah trained over the Hurdles again and again and ran perfectly on this surface but could not cope with the transition to the faster synthetic track. Obviously if she could have trained on 'Tartan' or 'Avon' she would have formed a stride pattern compatible with those surfaces and struggled on cinders. Which in fact would have been a far better state of affairs because nowadays very few important races are held on cinders.

The decline in Sarah's ability during the summer of 1976 was not due totally to technical factors such as track surface. In the early season she faced the pressure of revising for her 'A' level examinations. In the later season she started work for the first time. So her external career was relevant to the crisis in her athletic one.

The 1976 season had finished by the time Sarah had settled into her

job. The demands of working in International Banking were high but Sarah was determined to train through the winter and erase the memories of 1976. And so she survived another major career crisis.

The pressure of her work and intensive training mounted. The Bank required Sarah to stay on after 6.00 p.m. many evenings of the week. She arrived at training tired and unenthusiastic with the knowledge in the back of her mind that she still had to spend some of her evening studying for her banking exams. Yet Sarah felt she could maintain her athletic interest because she was going to undergo another event change from 400 M Hurdles to the flat 400 Metres. Indeed the next summer was a success. She substantially reduced her best 400 time and also her 200 time whilst working and studying for exams.

Although Sarah trained the next winter, the summer of 1978 provided only a short season for her. Her early season form was erratic. A minor injury stopped her training in May and then she stopped altogether.

The reasons for her drop out are numerous, but I would argue that the most relevant to her athletic decline was the rise in importance of her external career. It appeared that Sarah was highly respected in her Bank. As a woman studying banking she received initial problems, but her superiors came to realise that she was a better professional prospect than her male colleagues. She enjoyed the demands of her work and this was recognised. She began to mix with her colleagues socially and more out of work hours became involved with the Bank.

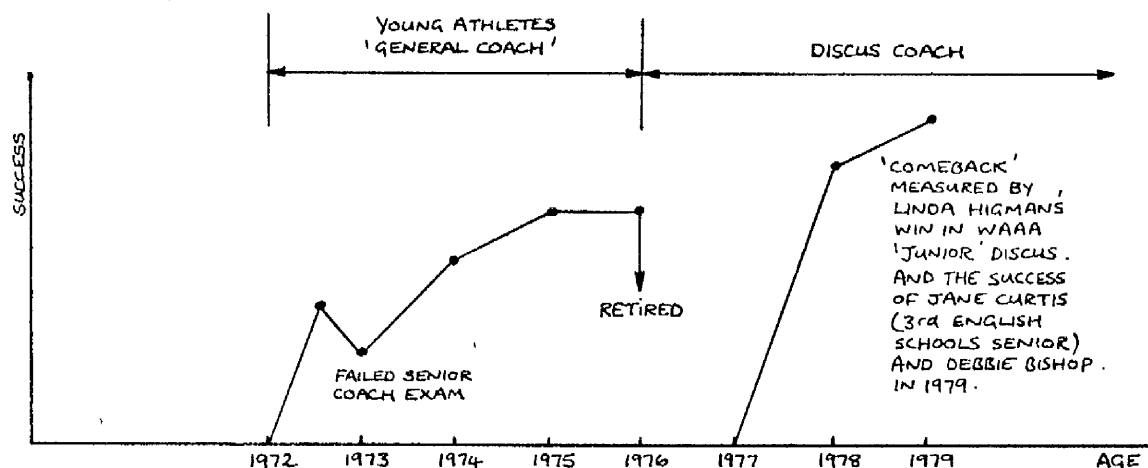
More girls came to work at the Bank under Sarah and her rank increased. The manager began to build a younger staff: these male and female colleagues socialised together as one group.

As a result the role of S.E.A.C. in Sarah's life became less and less important. She was disillusioned with the Club and felt that her coach, Mike Smith was not interested in her, especially as she had started to decline in ability.

The final break came when Sarah heard that a major new branch of Midland International was opening in the City of London. She realised with

a good recommendation from her boss that she might receive important promotion here, and applied. Sarah's successful career at Southampton enabled her to get an early transfer to London and in so doing she broke most of her ties with S.E.A.C. and almost certainly with athletics in general, as banking became her major concern.

5) Ray Sutton



Although never an athlete himself Ray became interested in athletics when his twelve year old daughter showed promise as a Cross-Country runner in the winter of 1972-73.

When Ray was younger he was constantly involved in sports such as cricket, football and boxing. In later years he retained his zest for competition and now excels at golf and snooker, where he competes at close to county standard. To him, an involvement in athletics, his daughter's sport seemed a natural progression.

He would bring Carol to training sessions and like many parents with young children would wait until she had finished. For Ray to stay a spectator was not easy, he wanted to be involved.

Conveniently for him S.E.A.C. at that time was suffering from a definite shortage of coaches and helpers at training sessions. As is often the case, the young athletes were the age group most often ignored. Carol was a member of this category and Ray asked if he could help out.

The Club gladly accepted him and Ray built up a large squad of youngsters which he coached at the same venues, but earlier than, the Senior athletes.

Through observation of Mike Smith's training techniques Ray built up a useful repertoire of coaching methods. He could practise on athletes who were learning the sport just as he was. General athletics and coaching literature helped also.

In November 1972 Ray passed his Club Coach Award. This qualification was a new innovation created by the British Amateur Athletic Board (BAAB) Coaching Scheme in addition to the Senior and AAA Coaching awards which already existed. It was designed for people such as Ray who wanted to help and whom Clubs needed to help but who did not have enough knowledge and expertise to pass the advanced coaching exams.

Parents and such like can become qualified as Assistant Club Coaches capable of helping at Club level. Testing is not arduous and anyone with an everyday knowledge of the event which interests them would have little trouble in gaining the award.

Much of Ray's grounding in coaching came from Mike Smith and this meant that most of the young athletes training sessions were geared towards Sprints. This method of training was a good background for all the youngsters but by the summer Ray realised that many of his squad required specific coaching in other events: Jumps, Throws and Hurdles.

Many children need to try every event before they decide in which to specialise. The Young Athlete Coach should have a basic knowledge of all athletic events, and make sure his squad can attempt them all.

Ray began to delve into coaching journals on Hurdling, Shot, Discus and Javelin to build up his coaching expertise. During the season he went on a week's course at the Lilleshall National Recreation Centre's summer school. Lectures, and conversations with National and Area Coaches helped to improve Ray's own coaching ability. He saw other people's coaching methods in action and at the end of the week took his written exam. for BAAB Senior Coach. Unfortunately he failed. His main subject was Sprints

and his secondary subject, Throws. Quite possibly his knowledge of both was good but not specific enough to pass.

During the next three years Ray concentrated much of his attention to coaching. His determination to succeed was obvious. His squad got older and stayed with him. As they grew older they specialised in more particular events. Through experience Ray's coaching knowledge broadened. He devoured technical articles especially on Sprints, Hurdles and Discus. He still coached the younger, new Club members but through his 'older Young Athletes' he was maturing as a coach.

Ray's dedication to coaching was becoming extreme. He was also involved with the S.E.A.C. committee. His golf and snooker suffered - and he was never at home. It was by the end of summer 1976 that he finally decided to stop everything. His squad had expanded enormously. He was disillusioned with coaching and finished with athletics altogether.

Without any sort of coach for the very young athletes they tended to leave the Club. The Junior section only really recovered this year (1978). Some of Ray's older group who had been with him since 1972-73 could by this time ascend to Mike Smith's squad as many were 15 and 16. Ray's Sprinters and Hurdlers received advice from Mike but the people to suffer most were the Discus group which he had built up.

No specific coach existed who could advise these Throwers. Their techniques were dependent upon Ray for consistent analysis and criticism since it was he who had developed them from a young age. Most of the Discus Throwers gave up or tried other events. All except Jane Curtis who was the most successful. She approached Ray again for help, but he felt as long as she received periodical coaching advice from Otto Feldmanis (Southern Counties Staff Coach for Discus) she could cope.

However, this was not easy. Jane trained with Mike Smith for basic conditioning and travelled to Crystal Palace monthly to train with Otto. This system was unsatisfactory. Jane needed conditioning specific to Throws and constant attention paid to her Discus technique or else she would not be aware of major faults which could develop. She survived on her own for most of the winter and then contacted Ray again asking if he could salvage the remnants of her Throwing.

He agreed to help on condition that he coached her and no one else - and also no other events. Together they arranged specific training times so Ray would be able to give Jane an ideal one-to-one coaching situation, and still have plenty of spare time for his own domestic life and hobbies.

This arrangement lasted for some months until one of Ray's former young athletes, Debbie Bishop asked if he could coach her for Discus. During Ray's absence Debbie had been in limbo between events, not knowing whether to start Discus on her own or not.

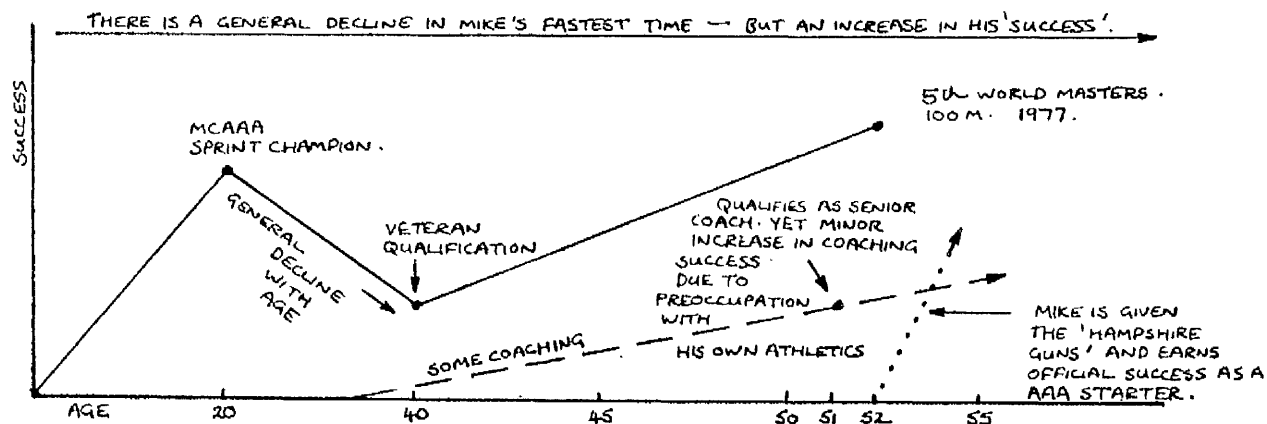
Although not as talented as Jane, Ray thought Debbie would provide a training partner for her, release some of the intensity of one-to-one coaching, give Ray the ability to compare techniques and also help Jane to develop a critical eye relevant to her event, through watching someone else in the circle.

After some initial problems Debbie started to improve dramatically with Ray's advice. From this point Ray began to enlarge his squad, but did not return to his former style of coaching. He remained specifically attached to Discus and limited the numbers of athletes he coached to seven.

This meant all could have reasonable access to the circle without having to wait for a long time for others to Throw. The only similarity to his former coaching style was seen in the ages of his athletes of which Jane was the eldest at 18.

Ray's 'second' coaching career saw him less involved with S.E.A.C. because of his other responsibilities. But due to the stricter organisation of his coaching objectives the success which was an essential ingredient in his other sports started to emerge in athletics too.

6) Mike Gray



Mike Gray's greatest success as a Sprinter came in his early twenties when he won the Midland AAA title. Yet it could be argued that as a veteran he has surpassed that standard in relative terms, by winning both 100 and 200 Metres for the past two years (1977, 1978) in the National Veterans Championships (age group 50-54 or 2A). His winning times were naturally far slower than in his youth but as the above graph plots age against success it seems fair to include age group success at Veteran level just as I have done at Youth and Intermediate level with John, Sarah and Diane.

Although he is a qualified BAAB Senior Coach for Sprints, Mike, like most athletes is concerned first and foremost with his own training. He has no squad but helps out with the Young Athletes and anyone who wants advice. This means he is not committed to certain individual athletes as many coaches are and can still train regularly without having the responsibility of a group of Sprinters who he has to coach throughout the week.

Mike does have an administrative job on the S.E.A.C. committee, as fixture secretary but he can combine this with his training as its demands are not too high.

He is also a Hampshire AAA official - a starter. Although he is often needed to officiate at week-ends he can always avoid this when Veteran competition occurs - which is not regular.

As the graph shows Mike always competed before he reached Veteran level but found himself more and more outclassed by his rivals. Nowadays, he has the incentive to compete against his peers on equal terms. And indeed reached the Final of both 100 and 200 Metres at the 1977 World Masters Championships in Gothenberg.

*Footnote 'The Veterans of today seem to fall into three categories: those who have never ceased to compete in the sport they love (mainly Distance runners and Throwers) those who have returned to the sport after a long absence and those who took to athletics for the first time only after reaching Veteran status'. (Shippen 1976 p.27).

Every athletic career considered above is characterised by career crisis. For S.E.A.C. the worst consequence of a crisis is 'drop out' which as the examples show, occurs regularly.

Although the word 'retirement' has been used previously this word tends to indicate a sense of fulfillment when applied to the individuals involved. Of the careers cited only Dave's really warrants the term 'retirement' as an expression of termination.

The examples above show that some individuals overcame several career crises before they eventually gave in (John) whilst others could only manage the one (Diane).

Mike and Ray are still active in athletics and Mike especially has overcome probably more crises than anyone else in the Club. This aspect of overcoming incentives to drop out is the next theme of career profile analysis in this section:

Interviews on Career

With the exception of Mike Gray the previous section objectively assessed career success and decline and factors which effected the latter and eventually caused drop out.

The careers studied below were researched on an interview basis. This meant that the informant could express more of a personal opinion on the fluctuations in his athletic career and sometimes even make a sociological assessment of his situation.

I purposely chose some of the older athletes who were still competitively active and whom I knew had survived threats to their careers. The questions were to a great extent 'tailor made' for each informant and as a result I did not work from one questionnaire. However, every interview contained the same basic theme: 'How have you survived so long in athletics?'

The following three athletes are all similar in so far as they have all survived major athletic injuries that could so easily have finished their

athletic careers.

Roger Kennedy - Shot Putt (age 28)

Roger started Shot Putt at school aged thirteen and joined Southampton AAC. His potential was noticed immediately by the Shot coach, Barry Nott who took Roger under his wing. Rog states:

'From fourteen to eighteen Barry gave me motivation and confidence in myself that had never existed before. On top of this his coaching expertise gave me a good basic technique from which to build on'.

Barry's intention was to coach Roger to Junior International level which he achieved when Roger reached 17. In the early 70's Roger met Mike Winch who was then rapidly ascending the U.K. Shot ranking list. Mike was at Southampton University and started to work with Roger under Barry.

During 1972 and 1973 Rog left athletics with a serious back injury sustained whilst Throwing the hammer. Barry, who had fulfilled his coaching objectives through Roger left the athletics scene also.

By 1974 Roger had recovered and began to train again under the advice of Mike Winch who, at this time was teaching in London. He improved steadily until he had surpassed the standard he had reached before his injury. By 1977 he had Thrown over 60 feet and won international honours. During the following winter in his preparation for the Commonwealth Games he injured his shoulder in a weight training accident. As a result his winter preparation was severely hindered and although he competed in the summer of '78 he was only a shadow of his former self. He started his 1978-79 winter's training determined to reach the Olympic qualifying standard for 1980. When asked how he has managed to overcome his career crises Roger replied:

'Some years ago I set myself 'a series of targets' and since then I have had several fairly serious injuries which have set back my career. I have not really achieved the targets I set; and until I reach them or find I am not capable of reaching them I will continue to train at a reasonably high level'.

During the extensive lay off with his back injury Roger never really imagined that he would be able to Throw again. Once he became physically capable he started training in earnest.

One of his biggest incentives was that during his absence another Shot Putter had emerged in the Club to take his No.1 place. Paul Rees, who was originally the second string Thrower had surpassed Roger's Club record in the Shot, and Rog was determined to get it back. During the 1974 season Paul always proved victorious in competitions involving the two Putters. By 1975 Roger started to come into his own, although he did not beat Paul that year in his last competition of the summer he added 10cm. to Paul's previous record and returned to the top of the Club rankings, after an absence of four years. (It seems relevant to say here that both Throwers were in the top 10 in the country).

Paul left S.E.A.C. that same year (to compete for Cardiff and later Bournemouth) and Roger was to remain unthreatened in his primary position until 1978.

Having asserted himself locally Rog pushed himself even harder in training to reach his next goal which was an international vest. In 1976 he improved by nearly a Metre but just failed in this objective. Rog's general improvement was assisted by a desperate bid to beat Mike Winch. As Brighton (Mike's Club) were in the same National League Division as S.E.A.C., Mike and Rog were constantly having battles in the Shot. Roger seemed to be doomed to second place but was narrowing the gap on the British No.2. Although Mike was both coach and mentor to Roger he was still a rival to be beaten.

During the winter of 1976-77 Roger tried to maintain the peak of performance that had helped him to Throw a personal best in September. This he did and improved again in indoor competition in the new year. Rog's third place in the AAA National Indoor Championships earned him an international against West Germany.

Once the summer came Roger again improved, to 18.46M/60ft.7ins. and received a second international vest. This time for England against the U.S.A. and Italy. After this performance Roger started to decline somewhat.

At the start of the winter in October he re-assessed the past season of 1977:

'This has been a good year but not good enough. When I threw that 18.46 in May I was fast, and very strong, my technique was fair, but generally speaking I was unfit. This winter I want to retain that speed, improve the strength and technique and lose two stone'.

Rog felt that by carrying 20 stone he was too big (N.B. this is not by any means an excessive weight for a Shot Putter of Roger's frame) and general running fitness could help him to get down to 18 stone. By losing weight however, he did not want to lose strength.

During the Autumn Roger pushed up his running milage to near 30 per week. His muscle definition improved and he got very strong. His technique was developing faults but his major concern at this time was strength and fitness.

In late December Rog strained a shoulder muscle which rendered him incapable on most upper body exercises for three months. Explosive Throwing also hurt, so Roger tended to work on running and Shot technique drills. Then he strained his knee. Suddenly from being fitter than ever before Roger's hopes crashed. By June his injuries had recovered but he lacked winter background. His strength improved but his technique was erratic and this showed in his competition results. He eventually Putt 16.59 but the distance was meaningless to him because he had been hoping for 19 Metres-plus at the Commonwealth Games, for which he did not qualify.

Roger became very moody. At times he was unapproachable but at no time did he want to 'pack it all in.' All he was concerned about was starting winter training so that he could let Mike 'rip his technique to pieces', start all over again and prepare for next summer. Nineteen seventy eight did not really exist as a competitive season for Roger.

Throughout October Roger started to work intensively on his weight training and throwing technique. His body weight remained fairly low and so this was not a primary concern. By the end of the month his doctor had diagnosed high blood pressure in a medical check-up and so began yet another crisis for Roger's athletic career.

Despite the dangers of the ailment and the lethargic side effects of the treatment Rog continued training, trying 'to push past this barrier to next year', to overcome another crisis of many. He was not going to let himself be tempted to drop out. Especially at this late stage of his career.

Simon Rodhouse - Shot Putt (age 23)

During Roger's problem summer of 1978 Simon started to emerge as the top Shot Putter in the Club. He eventually Threw 16.83 Metres to take sixth place in the National rankings. Like Roger he had achieved Junior international recognition and then faced a major injury which could well have finished his career. The treatment for this injury involved an operation on both knees and then for Simon's legs to be straightened in plaster for four months (from hips to ankles). Si was hospitalised from November '75 until February '76, but by the late summer he was tentatively Throwing close to 15 Metres. The success of the operation meant that Simon avoided dropping out of athletics:

'As well as being physically better after my operation and having the confidence to train harder, psychologically I'd made up my mind, whilst being stuck in bed for four months, that if I could Throw again I would certainly do my utmost to reach international standard'.

After improving significantly during the 1977 and 1978 seasons Simon faced a career crisis in September 1978 - he started work as a P.E. teacher.

Si feels that a major threat to his athletic career is provided by his external career. Rog is fairly lucky in this respect, working for the Ordnance Survey he has flexi-hours and time off for international matches. Si has found that as a teacher he has many extra-curricular responsibilities: the Cross Country Team, the Table Tennis Team, the Weight Lifting Club etc. His day is simple:

'I get up, I go to school, I finish and spend an hour and a half with one team or another. I come home, get changed, go training, go home, eat, prepare lessons, shower and go to bed'.

Although Simon's girl friend and his social life suffer his training comes first.

'I am really a full time athlete and a part time teacher. The problem is the teaching takes eight or more hours of my day'.

Si feels that at the moment his teaching is merely a way of financing his athletics but he wants to keep the job as security for the future when he is not so dedicated to his sport.

'There is no way that this situation is going to last. When I've reached my limit, and hopefully international level, I'll slow down, but until then nothing is going to stop me'.

Simon feels that one of his greatest incentives to keep going is that he knows he is one of the few top Throwers in the country who has not benefitted from pharmaceutical assistance of a type classified as illegal by the International Amateur Athletics Federation (IAAF). With improved methods of testing for anabolic steroids he feels he will not have to resort to these drugs to compete on equal terms with his rivals.

'Sooner or later everyone except Capes is going to be down to my level without steroids, and when they come down I'm going to be waiting'.

The steroid menace has not provided a reason for Simon to drop out of athletics because of the huge gap between him and his rivals. It has not provided him with an excuse to take the drugs. It has given him an incentive to train harder so he can beat his opponents naturally.

Roger Macey - 400 Metres Hurdles (age 26)

Although Roger competed in athletics at school and was a member of Southampton AAC he never showed great promise when he was younger. At 18 he got married and in his own words 'virtually packed in athletics for a year'. In the summer of 1971 he competed for S.E.A.C. a couple of times and found his Sprinting and Jumping had substantially improved on no training at all.

A little success gave Roger the incentive to train during the winter for the following season. After a few months of work he started to get

extreme pains in his knee, so he rested. This eased the injury and Rog found that by the summer he could compete again. Although his pre-season training had been curtailed Roger substantially improved his 100, 200 and 400 Metre personal bests in April and May and looked set for a good summer. However, the racing had aggravated his knee trouble and it was September (and the end of the season) before he could compete again; setting best performances in the 110 Hurdles, High Jump, Long Jump and Pole Vault in one week-ends Decathlon competition.

It seemed as if the knee had finally recovered and Rog worked hard through the autumn to make up for lost training time. The intensity of his workload; with weight training and hill running meant that he soon had to rest again. Roger's late winter preparation suffered again and the 1973 season followed the pattern of 1972, with seasonal bests in the 100 and 200 in April, Long Jump in May and then less and less competition until September.

During the winter of 1973-74 Rog tried to strengthen his knee with weight training, but the only help he seemed to get was from rest. Again he had a good early season in 1974 in the 100, 200 and 400 but by June had disappeared again - this season he failed to return in September.

Lack of training in the winter of 1974-75 meant that Rog could only compete at a fair standard throughout the summer season. He failed to excell in the explosive events such as Sprints, Jumps and High Hurdles where his knee was put under stress. In the 400 Metres he looked much stronger but even for this event he could only train tentatively. He ran a useful 50.5 seconds that year but Roger's intention was still to be running the same distance - over Hurdles; but his knee would just not allow this.

After four erratic winters of athletic training Rog decided that in the 1975-76 close season he would play Rugby. He was disillusioned with his knee 'breaking down' during winter athletic work-outs and felt that another sport would provide a change of emphasis and hopefully keep him reasonably fit for the summer.

Roger's speed on the wing and good upper body strength through weight training made him a useful asset to Southampton RFC. In three weeks he rose from third to first team. A week later when 'breaking through' for a try a fifteen stone back jumped on Roger's knee and sent him to hospital.

Although no operation was necessary Rog hobbled on this leg for some weeks and once he could start jogging again he kept away from all contact sport. By April Roger could run at close to top speed and in May actually competed. After racing at a high standard on Saturday 8th and Sunday 9th of May, Roger's knee collapsed once again. The pain from the rugby tackle had still not dispersed and Rog began to suffer greatly. Every time he went to his doctor he was told to rest. Throughout the summer Rog would try some easy jogging but the injury had magnified greatly - he was incapable of competing. By September 11th, his frustration was extreme and he was determined to race. He tried the 110 Hurdles and raced competently (2nd place) until the last barrier. He snapped his lead leg over the tenth Hurdle and felt his cartilage pop out of place. Instead of stopping he continued to run to the tape in a desperate bid to catch the leader.

Roger was raced to hospital and operated on, to have his cartilage removed. Although he was in intense pain he was also relieved because he felt the problem of his knee injury which he had faced since 1971 was at last fixed.

Once he could start training again Rog worked with weights to build his weak leg. Whilst on crutches the muscles in the operation leg had shrunk out of all proportion to the other.

From January Roger could increase his work-load and start training for the summer. His intention was to work on the high Hurdles and Sprints. He wanted to Long Jump but was worried about the weakness of his 'take off' leg. By working on the shorter events Rog felt he could regain the speed and 'sharpness' he had lost through injury and then apply this to the 400 Metre Hurdle event later in the season. In May Rog improved his 110 Hurdle time significantly (15.3 secs. which ranked him in the UK top 40) and also his 100 and 200 times. His knee, however, was as painful as before the operation, and Hurdling was aggravating the pain.

Roger's doctor felt that the joint might still be tender and he ought only to jog. As this defeated Rog's whole objective of 'speedwork' he became intensely depressed as he again faced a short season.

Even after rest the pain remained until the hospital decided that it was necessary to remove another cartilage from the same knee, in September. Rog was told to 'work his knee as much as possible' as this would strengthen his leg and make post operative recovery much quicker. Although in pain Rog raced 400 in late August and then went to hospital.

By November he was again trying to build up his weak leg. The recovery from the operation was much quicker than the year before and Roger at last felt that 1978 could be 'his year'. He increased his training gradually, under the recommendation of his surgeon and his own personal experience, always testing the strength of his knee. The soreness started to decrease and the faster and stronger Rog became.

He did not make his early season appearance as usual, but waited for the warmth of June when the likelihood of injury was less. He emerged in a S.E.A.C. Open meeting to thrash all the local Sprint hopefuls over 300 Metres in the top class time of 35 seconds. The next week he strained his achilles tendon and was out of training for most of the season. By September the ankle had recovered and Rog threw himself into his winter training for 400 Metres Hurdles.

Roger is the extreme example of 'survival' in athletics. Quite simply he has never competed for a full season or trained for a full winter due to continuous injury. He is recognised by coaches and athletes at S.E.A.C. as probably one of the most talented Sprinters/Hurdlers/Jumpers the Club has ever seen and yet over the past seven years most Club members have lost faith in Roger's ability to show his true potential.

In the same way as Simon Rodhouse and Roger Kennedy, his injuries have depressed him, but never to the extent where he would drop out. They have made him all the more determined to 'push on' in the sport, to overcome the odds and achieve some sort of National recognition, which he could undoubtedly reach.

Roger's athletic career has, as shown, been greatly effected by injury. And yet his talent at a multi number of events has helped him to overcome these injuries somewhat.

Mike Smith always felt that Rog could have been an international standard Long Jumper but after 1972 his knee problem ruled out all but occasional competition and definitely meant he could not work on the bounds and hopping required in training for this event.

At school Rog had originally been a High Hurdler. His natural ability to Hurdle helped him to achieve a good standard but he lacked the height required for the event. He tried 400 Metres Hurdles and found that his ability to alternate his leading legs gave him a distinct advantage. However, the pain in his knee eventually stopped him Hurdling altogether except for the occasional 110 which he enjoyed.

Roger also found some success at Decathlon where his all-round talent helped; but his Throws were weak and all ten events required specific training which Roger felt his body would not be able to stand. I asked him whether he had considered trying the Decathlon now that his injuries had recovered. He said:

'Well it's really the time factor. To achieve status as a reasonable Decathlete I'd have to spend a year or so learning to Pole Vault with a fibre-glass pole, learning more efficient techniques in Javelin, Discus and Shot and still keep fit in the Jumps and Hurdles, Sprints and 1500. In short I haven't got the time to devote to Decathlon. After all I'm not just starting in athletics'.

From 1974 all except occasional Hurdling was ruled out of Roger's training and competition. To compensate he turned his attention to the Sprints principally 100 and 200 Metres. Yet even here the explosive Sprint start in the 100 and also the tight bend of the 200 aggravated his injury. In the 400 Metres the smoothness of the pace meant that Rog could run more easily but the length of the event meant his knee received a longer period of pounding.

After both operations Roger's intention was to work specifically on 400H as this was undoubtedly the event which held the most promise for him. It could be argued that Roger's multi talents were another reason for his survival in athletics. For example, say he had not been injured in 1971 and

could have specialised in 'one' of his events for two years, if he failed to reach his required standard in this event he had several others which offered him probable success. So instead of dropping out of athletics after two years he might spend another two years training for another event - and so on. (If he had not 'made it' as a Long Jumper he could have tried to 'make it' as a Hurdler etc.).

Rog realises at the age of 26 it is too late to attempt more than one event and now he only has time for 400 Metres Hurdles for which the demands are extensive.

'I've only got the next two years in which I can train and race reasonably hard. After that I'll have to start thinking about either packing it up or just staying in athletics for fun'.

APPENDIX 2Organisation and Administration of an Athletic Club

(Written in general terms, with only occasional reference to S.E.A.C.)

1. Objects

The object of an Athletic Club is to promote amateur athletics either of a general or specialist nature and an affiliated Club must undertake to abide by the AAA rules.

The aim of the Club must be therefore to provide:

- a) Facilities.
- b) Coaching.
- c) Competition.
- d) Some social activities.

An athlete normally joins a Club because he wishes to compete against others although there are a small number who may join essentially to keep fit, but this does not really warrant membership.

Some Clubs organise 'Joggers' runs for those who wish to keep fit and this can be a means of recruiting people who are not so actively engaged, to help with administration.

Jogging is organised at Southampton Sports Centre's Track. Administration of this activity though is controlled by Southampton Council Leisure Committee. However, coaching and assistance is provided by S.E.A.C. and in this way the joggers are not totally divorced from the local athletics Club. They can identify with the Club and even join through this link.

a) Facilities

Most Clubs make use of a Local Authority Track for competition and training and this means that in the more densely populated districts more

than one Club uses the same track. The Sports Centre Track is mainly used by S.E.A.C. and no other local Clubs use the facility in any numbers although individuals might.

Few Clubs are fortunate enough to be able to use their local track as a base for Cross Country running during the winter, so that some thought must be given to finding a suitable Cross Country course with dressing accommodation within a reasonable distance of the course. Luckily at the Sports Centre the surrounding park and woodland, also the nearby National Trust Area provide excellent Cross Country facilities.

Indoor facilities are also desirable during the winter months and the best that most Clubs can hope to achieve is the use of a gymnasium and/or weights training room. The need for indoor training necessitates a departure from the Sports Centre in the winter as this ground has no gym. In this period the Sports Centre loses its identity as 'Club HQ' and Club facilities become dispersed around local school gymnasias, weight rooms, Sports Halls and more squad-identifiable training areas.

b) Coaching

This may present problems but one of the ambitions of every Club should be to provide adequate coaching for its members. With the number of entirely different events which comprise 'Athletics' no individual operating in his spare time can hope to cover all events, therefore there are invariably several coaches within the same Club to organise at minimum such events as:

- a) Sprinting,
- b) Middle Distance Running,
- c) Jumps,
- d) Throws.

c) Competition

There is an established sequence both during the Track and Cross Country seasons of County, Area (in some cases District) and National Championships covering various age groups. There are also numerous Road

Races and Championships for each age group held throughout the year, but mostly in the spring and autumn. .

For Walkers there is also an established programme for Championships and events during each year.

During the Track season there is the National League for which Clubs can qualify by performances in Area Leagues. Each Area has a League system and the Southern League provides five fixtures during the season in which Seniors, Juniors and Youths (if they have reached a suitable standard) can compete. This League has four Divisions with promotion and relegation. Division 4 is split on a Regional basis to avoid undue travelling. There is also a Young Athletes League and an Eastern Counties Young Athletes League and there are some local Leagues such as Middlesex, Kent and in the South West, which caters for all age groups.

During the Cross Country Season there are several Leagues, the largest probably being the Metropolitan, covering all age groups. These are mostly run on a Regional basis and there are some separate Young Athletes Leagues.

Generally speaking there is therefore a pattern of competition throughout the year. League competitions have meant that there are few inter-Club matches these days but there is still scope for Clubs to arrange matches with neighbouring Clubs.

Framework for the Cross Country Season: (Men)

October to December - Local and League Competition (e.g. S.E.A.C. compete in six Hampshire League matches for all of the male age groupings. The women have no County League and compete in the Womens Southern League).

First week-end in January -	County Championships.
Third week-end in January -	Inter-County Championships.
Second week-end in February -	Area Championships.
First week-end in March -	National Championships.

This sequence is varied only in exceptional circumstances.

Framework for the Track Season (Men and Women)

Owing to varying dates of Olympic Games, Commonwealth Games and European Competitions it is not possible to establish a programme which can be followed regularly each year. Domestic Championships can be used as the basis of Team Selection and consequently dates have to be arranged to allow for this. All that can be said is that a sequence of County, Area and National Championships is followed.

For the younger age groups every effort is made to avoid clashing with School Championships events so that this again can lead to changes of dates from year to year.

Many Clubs have found exchange visits from Continental Clubs add to interest. A holiday abroad with one or two matches and a return visit from the overseas Club the following season. S.E.A.C. have a twinning arrangement with Herouville in Normandy for Cross Country.

d) Social

A successful Club depends on team spirit. Not an easy thing to establish in an athletic Club which covers so many widely different events. Occasional Social Functions enable members to meet, other than for competition and training. These might not help 'team spirit' directly but might give a Club a greater feeling of oneness.

2. Affiliation

Any Club desiring to affiliate to the AAA has to apply to the Area Association and if accepted by the Area is considered to be affiliated to the AAA, although only one fee is payable annually.

Mixed Clubs (such as S.E.A.C.) similarly need to affiliate to the Womens AAA. Clubs wishing to compete in National or Area Cross Country Championships need to affiliate to the Area Cross Country Association.

Similarly those with a Walking Section affiliate to the RWA (Race Walking Association) Area Association.

Clubs are advised by AAA to affiliate to their County Association. Many County Associations are now 'mixed' but in some cases (Hampshire included), there are separate County Associations for Men and Women.

3. Club Management

All Clubs should be managed by a Committee comprising the Officers and Committee Members elected annually.

The number to serve on a Club Committee depends entirely upon the size and requirements of the Club, but membership of the Committee should be clearly defined.

It is desirable that a Club Committee should meet once a month and provision should be made for calling an emergency meeting for any particular purpose (which is the case at S.E.A.C.).

All matters relating to Club policy should be a decision of the Club Committee and in many cases this will necessarily be a majority decision. An established Club will have a regular programme so that it should not be essential for instance, for the Committee to decide each year whether or not to enter a team in a County Championships; on the other hand, it might be necessary for the Committee to decide whether to enter a team for the National Championships one year which might entail a long journey and some expenses to the Club. The Committee might delegate authority to make decisions to certain officers but such authority should be clearly defined, and subject to confirmation at the next Committee meeting.

It may be considered desirable to form Sub-Committees to deal with specific matters such as Finance, Coaching and Social. Normally the Sub-Committee should investigate and report to, or submit recommendations to the full Committee and should not make decisions concerning Club policy. (The most common Sub-Committee at S.E.A.C. is for Cross Country. Cross Country does not concern the whole Committee but involves certain members such as Mens and Womens Team Managers, Captains and Secretaries. They generally meet at the end of the Summer to discuss policy for the oncoming season, e.g. travel arrangements, team selection, major championship objectives etc. Any interested Committee member can attend but the actual opinions of the Sub-Committee are decided upon at the next full Committee meeting).

4. Officers

The ultimate successful organisation of any Club depends upon the efforts of its Officers. One enthusiastic individual can often 'carry' a Club and while it is easy for others to leave it to him, in the long run this may prove to be a handicap as if the individual should be called upon to leave the district for business reasons or meet with an accident, there is no real organisation to carry on.

Duties should be spread as far as possible as Club's depend upon people working in their spare time. It follows that an individual might be willing to help if he knew the job would take a limited number of hours a week, but would hesitate if it seemed that he was expected to devote unlimited time to the Club.

The duties of all Club Officers should be clearly defined and while they should have scope to use their initiative they should understand that any major change of policy must be subject to the approval of the Club Committee.

There should be no room for doubt as to who is responsible for entering teams for various events as it could be most unfortunate if a competition were missed because someone thought someone else was making the entry. People responsible for making Club entries should keep a diary of closing dates of competitions. While this may seem obvious, late entries are all too frequent.

It is important to remember that a Club should operate for the benefit of its active members. Athletes generally tend to think that competition and training are more important than attendance at Committee meetings, so that they should have the opportunity of submitting any matters for consideration via Team Managers or Captains.

The number of Officers appointed will vary considerably according to the size and requirements of a Club but the following would cover most Club requirements:

(Officers in this list which also occur at S.E.A.C. are marked with an 'x')
('MJS' = posts occupied by Mike Smith)

President	x	Assistant Secretary
Vice President	x MJS	Minutes Secretary
Chairman	x MJS	Track Secretary
General Secretary	x	Fixtures Secretary x
Treasurer	x	(for Mens and Womens Track)

Cross Country Secretary x
(for Men and women - fixtures included)
Road Running Secretary (covered by the
above)

Walking Secretary x
Coaching Secretary

Membership Secretary x

Clothing Secretary
Press/Publicity Officer x MJS
(although this is more of an unofficial
post)

Social Secretary x

Subscription Secretary
(covered by Membership Sec.)
Magazine Editor x MJS

Young Members Secretary
Team Managers x MJS
(see below) Mike Smith officially
appointed himself as
'advisor' to Men's
and Women's track
Team Managers.

Captains x
(separate Offices for Men's
Track, Women's Track, Men's
Cross Country)

Transport Officer
Trustees
Auditors.

Magazine Editor, Press Officer, Men's Track Team Managers, Men's Cross Country TM, Women's Track TM and Women's Cross Country TM all exist at S.E.A.C., but are not Committee posts. In fact these Offices are decided upon by the Committee, especially the Team Managerships.

Note: In the case of Team Managers there also exists: Men's B Team Manager, for Track. Women's B Team Manager, for Track. Youths and Boys Cross Country Team Manager.

All Officers should be elected or re-elected annually at an Annual General Meeting. If it is not possible to fill a particular Office at an A.G.M. this can be left for the Committee to deal with.

(At S.E.A.C., due to the large amount of Team Managers, this post is not voted upon at the A.G.M. Managers are appointed at the Committee Meeting following the A.G.M.).

Few Clubs are likely to be able to fill all these positions individually, even if considered necessary, so that in many cases duties will have to be combined. For example, Neil Tabor is General Secretary, Membership Secretary and Men's Track Team Manager at S.E.A.C. Mike Smith is Chairman, Press Officer and Magazine Editor.

The Magazine Editor: - Many Clubs publish a magazine as a means of keeping in touch with members and stimulating interest in the Club. If so the Editor should be a Committee appointment although he need not necessarily

be a member of the Committee.

An alternative is a periodic Newsheet with up to date information. A magazine or Newsletter helps the Club to keep in touch with its members and at the same time gives the members the feeling that they are getting 'something for their money'.

Team Managers: - (considered in detail in the Section 'The Team' p.185-195).

Team Managers operate on the day of a competition and should ensure that Club members are ready for their particular events, relay teams are organised, reserves are ready in case of injury or the failure of an athlete to turn up. For Cross Country races the Team Manager would either have to act as Club Recorder or ensure that someone else did so.

It is often considered desirable to combine the duties of Section Secretary and Team Manager, i.e. the Track Secretary would also be the Team Manager. At S.E.A.C., Tony Fern is both Men and Women's Cross Country Secretary and Men's Cross Country Team Manager.

If the duties are split, close liaison would be required and also liaison with the Fixtures Secretary. It is also necessary for Team Managers and Section Secretaries to attend training sessions in order to be familiar with members performances.

Captains and Vice Captains: - These can be appointed to suit the Club requirements. Usually a Club has at least a Track Captain and Vice Captain and a Cross Country Captain and Vice Captain.

(At S.E.A.C. there exists a Men's Track Captain and a Women's Track Captain, a Men's Cross Country Captain but no Women's Cross Country Captain - the reason for this is not fully known. But it does seem significant to say that if a Womens Cross Country Captain existed as a Committee post it would almost certainly be occupied by one of the Tabor squad, perhaps Mike Smith has always avoided filling this vacant post for this very reason).

Duties vary considerably according to the Club set up, but as the Captains are usually competing athletes they do not have too much time

for administration. If there is no Team Manager the Captain would have to assume his duties. (Before Tony Fern took on the job of Cross Country TM, Ian Burgess acted in this role. He used to find it very difficult because at a race he would have to give each team member their number, declare teams and warm up for the race himself. As soon as he finished, no matter what his condition he would have to collect the finishing positions of both his A and B teams and return these to the Officials. Such are the complications for an acting Team Manager who has to compete as well).

A good Captain can help encourage and inspire other members. Sometimes it is possible to find a 'non-competing' Captain. In which case he could take the place of, or work closely with, the Team Manager.

At this stage it might be as well to consider Team Selection. Ideally there should be a Selection Sub-Committee to deal with this, but during the height of a busy season it is often difficult to get people to meet frequently, so team selection is generally left to Team Managers who may consult Captains, Coaches or other members as may be considered necessary.

(At S.E.A.C. an informal Selection Sub-Committee exist whereby queries over team places are discussed between: Mike Smith (Chairman), Mike Gray (Fixtures Secretary) and Neil Tabor (General Secretary and Team Manager). These three are concerned with Men's Track Selection and utilise their roles as coaches as well as administrators. Usually Neil has the final word on selection. For Women's Track, Janet Smith has a more active role than the Men's Team Captain in selection. She discusses team organisation with the Women's Team Manager, Dagmar Gorman who has the major responsibility for selection although Mike Smith is also consulted).

Except for major championships, Cross Country running does not present many team selection problems as there are League competitions and Inter-Club fixtures where the number of competitors per Club is not restricted, although team scoring numbers are fixed. Track competitions are a different matter as the tendency is for League competitions with one or two competitors per Club per event, and Clubs with a large membership are left with the problem of finding suitable competition for the remaining athletes. It is important that they should do so as they can hardly expect to retain

the interest of members for whom they provide little or no competition.

(S.E.A.C. have tried to overcome this problem by inaugurating a B team for both Men and Women and also a Young Athletes Team).

5. General

The Annual General Meeting:-

The AAA Laws stipulate that an affiliated Club must hold an Annual General Meeting once in every calendar year and an audited financial statement must be presented to the members at that meeting.

The A.G.M. shall also elect the Officers of the Club and transact such other business as shall have been given on the notice convening the meeting.

Matters not on the Agenda may, with the consent of the Chairman, be discussed at an A.G.M. but may not be subject to a vote as members not present would have no knowledge of them.

Club Membership:-

Membership of a Club commences upon the actual date of election by the Committee of the Club, at a properly convened meeting. This is one of the reasons for monthly Committee meetings as a Club is not entitled to enter an athlete for a team competition until he has been elected a member.

An application for membership of the Club must be made on a nomination form approved by the Area Association. The application form should contain the name and address of the applicant and such other information as the Club requires. It must contain the AAA amateur definition and must be signed by the applicant. It is usual for applications to be proposed and seconded by members of the Club.

Age Groups:-

This is a rather complicated area covered by Rules 18,19,20,21 and 22.

There are different regulations for Track and Field, Cross Country, Road Running and Walking, and exceptions can be made to allow an athlete to compete with an older group.

The Women's AAA age groups differ considerably from the AAA and the rules for International Competition also differ from those for domestic competition.

School Athletes:-

While at school an athlete remains first claim to his school. An athlete may be entered for an event by his Club and his School and if not required by his School on the day of the competition, may then represent the Club.

Occasionally, conflicts arise as to Club and School activities and a wise Club Official should recognise that while an athlete is at School, his first loyalty should be to the School and that it is important that the Club should have a good relationship with local Schools if it wishes to gain their support.

It is essential that Clubs should make every effort to establish good relationships with local Schools by contact with Head Teachers and P.E. staff. Schools should not just be regarded only as a source of grabbing their most promising athletes - a School might appreciate help in promoting the '5 Star Award Scheme' or in organising some of their events. Teachers can be encouraged to assist a Club particularly if some of their pupils are members of the Club. (At S.E.A.C. several members teach in local Schools - often Physical Education. This means that a link is created between School and Club. A P.E. teacher might encourage members of his Cross Country Team to join the local athletics Club. Regular training in the Club environment results in improved performances for both the Club and School Teams, and consequently, Club, School, Athlete and Teacher all benefit. Alan Cropp is responsible for the organisation of The Southampton Area Schools Track and Field and Cross Country Teams. He is also S.E.A.C.'s Team Manager for Youths and Boys Cross Country. As this latter age group always involves boys who are still at School, Alan can invariably 'find' new Club members to strengthen the younger age groups of S.E.A.C.'s Cross Country).

Fund Raising:-

Members subscriptions are rarely sufficient to meet all likely financial commitments so that careful consideration should be given to other possible sources of income. The Club Committee or a Finance Sub-Committee can consider such things as a Sponsored run or walk, a sweepstake, a football pontoon, social functions, the sale of Christmas cards. (S.E.A.C. have used all of these at one time or another). The AAA usually promote a Draw each year and affiliated Clubs can retain a percentage of each ticket sold by its members, for the Club funds. The ECCU quite often promote a Draw on a similar basis in connection with the Cross Country Championships.

(One of S.E.A.C.'s most regular sources of income comes from the sale of Southampton Football Club's Draw Cards. S.F.C. allow S.E.A.C. to keep half the takings on cards that the Athletic Club can sell, which are usually in the region of a hundred per week).

APPENDIX 3A Case Study of Committee Intrigue at S.E.A.C.

Competition, conflict and contravention in Committees so often relates to people's relationships outside the Committee room. In short, other networks of relationships effect links within the Committee. At S.E.A.C., as we have already seen, the most important network links involve the coaching and squad relationships between Club members. Therefore, when athletes and coaches from different squads meet in an administrative atmosphere there is a potential for opposition on more than one ground.

Like most Committees, Southampton and Eastleigh's tends to become a testing ground for conflicting ideas and opinions relating to the organisation of the Club and the facilities, coaching, competition and social activities within it.

The most important Committee conflict observed during fieldwork resulted in the resignation of Betty Tabor who at the time occupied four Offices. The rest of her immediate family followed her resignation in sympathy - this included her husband Eddie who coaches a Middle Distance squad. After resigning Eddie continues to be active as a coach although he is no longer a S.E.A.C. member. Betty ceased to be involved in athletics administration although she does still retain her Assistant Team Managership of the Hampshire Women's Track and Field Team.

The Betty Tabor Controversy

This case study follows on from the Section on 'The Women's Team Captain Controversy' and begins with the Committee meeting which followed the 1978 A.G.M.

This meeting is important because it involves the elections of some major non-Committee Officials, the Team Managers. Generally speaking the TM's are re-elected each year as a matter of course (as long as they are willing to continue in Office). This year, however, it was the intention of the Chairman to divide the Office of Women's Track Secreatry and Women's Track TM between two separate people.

Since 1973 both of these posts had been occupied by Betty Tabor. The following information from my field notes explains the minute by minute developments in the meeting, resultant conversations after the meeting and a subsequent special Committee meeting organised to consider the decisions of the first meeting.

S.E.A.C. Committee Meeting 5th April 1978:

Members present:

M. Smith	- Chairman.
N. Tabor	- Gen. Secretary.
B. Tabor	- Women's Track and Cross Country Secretary.
G. Nuttall	- Treasurer-
J. Smith	- Women's Track Captain.
T. Bennett	- Social Secretary.
V. Fern	- Membership Secretary.
N. Coupland	- Mens Cross Country Captain.
G. Pribul	- Mens Cross Country Secretary.
M. Gray	- Mens Track Secretary.
B. Daryton	- Mens Track Captain.
J. Dawkins	
N. Coupland	
I. Burgess.	

After re-electing all the Men's Team Managers, Mike turned to the Women. He said that he wanted three separate people involved with the Track Team.

- i) Women's Team Manager.
- ii) Women's Fixture Secretary.
- iii) Women's Team Captain.

He felt that the more people involved would be better for the Team, and would help redistribute the pressure of organisation.

In his capacity as Chairman, Mike put forward his idea as a formal proposition.

He stated that; this was an idea which had to be considered and everyone ought to decide on it. He said that everyone should give the issue serious thought and not leave it as an idle suggestion. Bearing in mind that two of the three people already existed, namely Janet Smith and Betty Tabor, Mike said that a candidate for the third post was Dagmar Gorman. Mike stressed that he wanted a decision to be reached that night.

Betty knew nothing of this proposal and said that she was shocked, and wished she had had a bit of a warning that a vote was to occur, as for the past six years she had simply been re-voted into Office. (Women's Track TM and Women's Cross Country TM).

Mike said that she hadn't got a lot of time to think about it, twenty minutes in fact (here we see the Chairman determined to get a vote passed by the end of the evening).

Mike went on to explain that he felt the more people available to do jobs, the better. (He later said - after the meeting that he thought it wrong that one person should be responsible for such a large proportion of the Club's active athletics - even thought he himself was).

Neil Coupland said that as there were now two women's teams - A and B, there would obviously be a need for two Officials to act in Managerial capacities, as both teams League competitions were on the same dates.

Janet Smith replied: 'Mrs. Bennett would be prepared to manage the B team while Dagmar looked after the A'.

This statement was of major importance because it gave the first sign of a conspiracy. Until this moment Mike had said nothing about giving Dagmar the A team Track TM's job (although this was his intention). But Janet's comment indicated that obvious consideration had been given to filling the two Team Manager's roles irrespective of Betty. If Jean Bennett had said she would manage the B team she had obviously been asked as she had little experience of Official jobs in Athletics (none in fact).

Although Betty was not mentioned by Janet in any Managerial capacity there was little doubt that she would have only been content with one team - the A. Betty would never have accepted Managership of the B team anyway, partly through pride and also because this team was a new innovation of Mike Smith's which she had opposed from the start.

To those not 'in the know' the realisation of a political fix started to become apparent. (Barth feels that many elections are conducted outside the Committee room, 'behind the haystack' and this is what seems to have happened here. Although I do not know for certain, I think that Mike had been mobilising certain individuals to vote for him at this Committee

meeting e.g. Brian Drayton who seldom attended any meetings suddenly appeared).

Ian Burgess though reacted against Mike as he started to see what was happening. He said that he thought Betty was being pushed out of a job she did not want to leave. To him it seemed obvious that if Dagmar was to take on a Team Managership she should look after the B team, while Betty organised the A.

Mike replied that he thought Betty had too many jobs (i.e. four) and if someone else was prepared to help out (which was unusual) it was a chance the Club could not afford to miss.

Brian Drayton and Val Fern also stated that people should not be ignored if they wanted to help. Janet Smith said that it was bad policy to say 'That's the way its always been so lets keep it that way'. (Mike, Brian, Jan, and Val all avoided answering Ian's statement).

Mike said he was not going to leave the decision any longer than the end of the meeting and temporarily went onto other business. Betty was obviously shocked and sat stunned, without anyone to console her as Kathy, her daughter, had been voted off the Committee at the last A.G.M. (conveniently for this vote?).

Mike kept returning to the fact that he wanted to 'get a vote' on the Women's Team Managership before the end of the meeting. He said it would be 'foolish' not to decide before 9.30 p.m. Betty said she would accept the decision of the Committee.

Mike asked if anyone had anything to say and Janet and Brian spoke up as if they had been primed to do so. They basically reiterated what had already been said in support of Mike's proposition. Jan said that it would be more efficient with more Officials and Brian said he thought one person doing four jobs was 'a bit much'. Ian merely said, 'I disagree'.

Mike then made clear the vote details; the proposition was that there should be 2 separate people involved in the Offices of; Women's Track Team Manager and Women's Track Secretary.

Ian said that he did not like the term 'separate' when there was also another issue at stake - whether there ought to be two Team Managers, one for A and one for B teams. Although both issues were officially separate they involved many of the same people and were in actuality closely interwoven with each other.

Ian said 'the question is rigged', which of course it was. He wanted two Team Managers, one of which would be Betty, but he could not vote for Bet as one of the Team Managers as this was not what was being voted upon. Ian had to vote first on whether to have another Team Manager instead of Betty. He knew very well that at the next Committee meeting there would be a proposal by Mike for two Team Managers and Mrs. Bennett would be 'voted in' as Manager of the B team.

Ian was morally right but he was stumped by the rigging of the question, and no matter how he felt, the actual rules of the meeting meant that he had to vote on the proposal the Chairman put forward. Mike overruled Ian's protestations and a separate Team Manager was appointed. He said this would be Mrs. Dagmar Gorman.

Those who voted 'for' included: Dawkins, Bennett, Fern, J. Smith, Gray, Coupland and Drayton. As Chairman Mike did not vote and Betty was taken to have voted against. No one else raised their hands. Although Neil Tabor, Norman Coupland, Pribul, Nuttall and Burgess might have felt morally opposed to the political wrangle organised by Mike Smith they did not vote against it. Fred Bailey argues that - if a Committee is to be effective its members have to compromise on their principles in order to achieve satisfactory results. For example: they have to undercode emotions (Bailey Seminar 1978). In fact the people who voted for Mike's proposal might not have disliked Betty personally, as Mike did, but voted because they believed that a separate Team Manager would achieve more satisfactory results.

It was during the next week, that the S.E.A.C. General Secretary received Betty's resignation from the Club, with it came resignations from her husband Eddie and eldest daughter Kathy.

On the 18th of April a special Committee meeting was organised at the request of Eddie Tabor's training squad members. They had approached Marjorie Journeaux, one of the Senior members of the Club and she told them that if they asked for this meeting as one body the Chairman would not refuse.

Mike agreed on holding the meeting so the girls involved could discuss their problems. It is interesting to note that it was the girls who instigated the meeting, i.e. the training unit with closest ties to Eddie their coach (see Table 2). The girls who attended the meeting were: Carolyn Woodage, Debbie Jeffrey, Carol Sutton, Janette Dawkins and Rita Bowles, as well as Marjorie who attended 'to give advice and encouragement'.

The girls stated that they had called the meeting as they were concerned about their position in the Club as their coach had resigned. They also wondered if some compromise could be reached which would encourage Betty to withdraw her resignation.

The following transcript of the meeting involves actual quotes from the Tabor squad and the Committee members present.

Mike Smith: 'The resignations were not asked for'.

Janette Dawkins: 'But you've taken away a major part of Betty's life'.

Mike Smith: 'I maintain, as I have done so far, that I believed a change was needed'. (i.e. in the organisation of Women's Teams, or in other words the appointment of a separate Team Manager).

Marjorie Journeaux felt that the girls would be 'outcasts' in the Club as there were no Officials to 'represent them'. Mike said that this was untrue and that no one would make them outcasts. Marjorie countered that whatever anyone said the Tabor squad were seen as a 'separate group' within the Club, no body ever approaches 'them' to talk, or to 'be friendly'. She was disturbed that the whole issue was confined to 'personal rivalries' and not to issues of administrative re-organisation. She argued that the squad themselves were not 'treated as part of the Club'.

Neil Tabor retorted that 'of course they were'. Mike Smith said that the meeting seemed unnecessary. As it was the Tabor family who had resigned, the real meeting should be with them not him. Obviously the girls realised that Mike played a far more important role in Betty's resignation

than he claimed. (This in fact seemed to be the issue of their request for a meeting - that if Mike approached Betty to come back, she might).

Mike continued, that it was perfectly all right for Eddie to carry on coaching his squad and he presumed that he would, even though he had resigned. (This is a good example of squad identity being non corporate and hence surviving rifts in Club administration).

Mike said that rather than anyone victimising them they had of late been victimising Dagmar - the new Team Manager. The girls claimed that this was untrue.

John Dawkins then said that personalities were coming to the fore as he realised that Mike was essentially talking about his daughter Janette. Dagmar had picked Janette for a 3000 Metre race in the next League meeting. Janette wanted to run 1500 instead and Dagmar would not agree to this. (What the argument essentially boils down to was that Betty would probably have let Jan run the shorter event had she still been TM, especially if Eddie as her coach had advised this).

Mike said he would 'have a few words with Dagmar and try to get her to change her mind'. This in fact was the worst thing Mike could have said as it seemed to confirm the opinion the Tabor squad had of Dagmar - that she would merely be 'a puppet Team Manager'.

Janette Dawkins reacted by saying: 'you, you - you choose everything'. Mike then said that he would like Marjorie to act on the 'Selection - Committee' (with Dag, Janet Smith and himself) so that the Middle-Distance girls (i.e. the Tabor squad) would feel that they had a representative to see their point of view over selection problems. (Marjorie as a long serving member, with a knowledge of Club administration could act as their Official representative now that Betty had gone). Marjorie agreed on condition that she only had to act in the semi-Official capacity of 'Selector' and would not be a Committee member. She then said that she wanted Mike as 'the person in the Club with the most power' (a statement he openly agreed with) to 'try to bring the two sides together'.

Mike Smith replied by saying that he would be prepared to act towards this end only if 'they' would do so also. As they had only just resigned he realised that this would be unlikely.

Marjorie said that people frequently ignored Betty. She felt it was firstly childish and secondly, very rude.

Mike Smith replied that this action was up to individuals. The Tabor squad murmured disapprovingly at this comment as it sounded as if Mike was condoning it.

Marjorie continued that 'people at the top can easily effect the attitudes of those under their guidance', or in other words; Mike, who had made it obvious that he did not like Betty consequently expected his athletes to act likewise. Mike recognised Marjorie's parry and thrust it aside by stating he 'didn't want to bring personalities into this'.

Carolyn Woodage then voiced her principal worry. Although a replacement had been found for Betty's post as Track Team Manager, there was no candidate for the job of Cross Country TM or Secretary. If these Offices could not be filled would the Cross Country section fall apart?

Mike Smith said that as the girls present constituted the major part of the Senior Cross Country Team it depended on them. (What he was driving at here was the fact that the girls had threatened to resign from the Club if they felt their interests would not be satisfied by staying. Obviously Mike did not want this to happen). He continued that every effort would be made to keep the Cross Country section in operation.

Marjorie then brought up the point that, although the Cross Country season had just finished, fixtures still had to be arranged for next season, and much secretarial work was needed in the summer months. Mike admitted that it was a problem and questioned who would run the Cross Country section now that Betty had resigned. He said the Club would appreciate anyone who would be prepared to co-operate (whilst saying this he looked pointedly at Marjorie). She agreed to help out if 'it was all right with the girls'. She then asked if there was going to be an attempt to persuade the Tabor family to change their minds. Neil Tabor said he had already tried in vain to do this.

Mike said this was up to the Committee to decide (which was technically true but not what Marjorie had meant). Mike evaded the question when Marjorie asked if the Committee would be approached. He kept saying 'I know what my opinion is'.

He then changed the subject and started to tell how Betty had told all sorts of Official people (including the Hants. County WAAA and the WAAA) that she had resigned from S.E.A.C. and was no longer accepting correspondence for the Club. It seemed that because of this action Mike felt that it was beyond the stage of 'trying to get her back'.

Marjorie explained that what she really meant when she said 'would Betty be approached' was - would Mike personally talk to her and persuade her to return.

Mike said 'everyone knows what my opinion is'.

Brian Drayton said that all of the argument so far 'sounds as if we had gone to the last Committee meeting trying to vote Mrs. Tabor out of Office. This was untrue'. (Bailey argues that compromise is common in Committees. Members try to disguise 'dirty play' and political double dealing by stressing that a decision was reached by reasoned argument). (Bailey Seminar 1978).

The girls all asked why Betty could not have chosen which jobs she wanted to do. Graham Pribul admitted that the Committee should have told Mrs. Tabor beforehand that her administrative positions were to be voted upon. (Yet before the meeting he knew nothing of the vote as Mike had only told some people).

Marjorie felt that if Bet had had some prior warning of the vote she might have calmed down and accepted it. After all, in the six years she had occupied the posts Betty had received no offers of help.

Mike then went on to say that 'you all have the right to get twenty signatures which will enable you to organise a special General Meeting with a motion of your choice'. He cited a few examples; i.e. 'no confidence in the Chairman', 'no confidence in the Committee'.

Mike said that 'you girls are only one group of several and your

action would be only a part of the total whole and yet effect the whole Club'. Then in the same breath he said that there would be no bias towards the group. He would make no effort to stop people going to Eddie for coaching if they've just joined and happen to be Middle Distance runners. This was in answer to a question by Marjorie who stated that she was worried that the group would get more and more isolated if it did not receive new members.

Jannette Dawkins then asked if Dagmar was specifically asked to be Track Team Manager (implying that Mike had 'put her up' to the job). Mike stressed that for a long time Dagmar had been offering to assist in administrative duties of some sort. So when he decided on the new appointment Dag was a logical choice. Janette then said that Mike had gone to the meeting expecting people to support him. Mike retorted; 'of course I expected people to support me or I would never have put forward the motion'.

Janette then stated 'everything Mike Smith says goes, doesn't it. The Committee are puppets and Mike controls the Club'. Mike said that he was still elected to Office and he could still be voted out if the rest of the Club so desired. He said that like Betty, he would not be very pleased about it, but he would have to put up with it.

Janette started to get upset and shouted that 'we are such a small group that we don't stand a chance to vote against Mike at a formal A.G.M. because seventy five per cent of the people at the meeting are Mike's cronies. He knows that and that's why he said it'.

At this point Mike Smith, in his role as Chairman officially closed the meeting.

The above summary of the Special Committee Meeting is an important Appendix because like so many other political affairs at S.E.A.C. it harks back to the squad system. The resignation of Eddie need not, as explained earlier, effect the actual coaching of his squad, but in the eyes of the athletes themselves his resignation was caused by an organised political wrangle. It was the squad who called for the Special Committee Meeting in the first place. The non corporate group took on formal political identity by directly effecting Club administration and organisation.

In the weeks following the first Committee Meeting the cohesiveness of the Tabor squad as a whole was significantly enhanced, especially amongst the girls training unit (see September 1978 Section of Table 2).

For example, on Sunday 16th April, the Womens Track Team attended the Mc Jannet Trophy Meeting at Bracknell. Dagmar organised a coach to travel to the fixture. None of Eddie's squad travelled with the Team but arrived at Bracknell in a mini bus which they had hired independently.

Later that week Mike thought about agreeing to let Janette Dawkins run the 1500 at the League match (Saturday 22nd) as she wanted. He felt though if he approached Dagmar with this request he would be 'controlling everything' in the way Jannette accused him. Therefore, he left the decision to Dagmar. She insisted that if the Team Officials let Janette choose her event now she would for ever be wanting to change the event she was picked for.

On Saturday 22nd at the Womens Southern League match at Epsom Janette Dawkins did not travel on the coach but arrived alone. She refused to run the 3000 Metres and proceeded to train while the match was in progress. The S.E.A.C. Team finished in 6th and last place in the meeting.

The next part of this Appendix concerns Mike Smith's statements and feelings in the aftermath of the Tabor resignations:

On Wednesday 19th Mike told Club Secretary Neil Tabor that if he was defeated in his Committee proposal and Betty had retained her four jobs he would have left the Club and taken all of his Sprinters with him.

This comment again introduces the importance of the squad.

Mike, it seems would begrudge them staying at the Club if he was dissatisfied with the administration. He believed that his squad would follow his ideas, whether they involved Club politics or coaching. However, this extent of their loyalty was never put to the test. Mike was almost sure he would win his Committee proposal (that is why he probably made such a rash comment in the first place). Bailey feels that a good Chairman is generally conscious of which way people will vote before an eventual decision is reached.

Mike also made several comments to me on the whole affair (Saturday 22nd): 'If I had really wanted to get rid of Betty totally I would have voted her out at the A.G.M., the same way we did with Kathy. But I didn't because I still wanted her to act as Track and Cross Country Secretaries and Cross Country Team Manager'.
 'When Janette Dawkins accuses the rest of the Committee of being stooges for me the last thing they are going to do is accept this, or they are going to appear brainless, without opinions of their own. If they accepted the proposal for a new Women's Track TM, they obviously liked the idea'.

When asked who would replace Betty's role as Cross Country Team Manager Mike felt that Mrs. Jean Bennett might be prepared to take on the job. He said that he would keep this possibility quiet until the new season. I suggested that this was because at the last Committee meeting Janet Smith had brought up the name of Mrs. Bennett as a possibility for Women's B Team Track Manager.

Mike agreed that Janet had 'slipped up there' because everyone at the meeting then realised that Jean had been approached by either Mike or Janet to do the job. Obviously the first impression of anyone 'not in the know' was that Betty's name had not even been mentioned in the appointment of any of the Team Managers of the A and B Teams, as two candidates from the 'Smith camp' already existed.

Another possible reason for Mike not wanting to mention Mrs. Bennett's interest in the B Team Managership was due to the fact that not only was it a sensitive time but it was well known that the Bennetts had lately become very good friends of the Smiths. The two wives jogged together, and the families mixed socially after training sessions. If Jean was made Cross Country Team Manager accusations of political 'fix' might again be voiced against Mike, especially as the girls she would have to deal with in the Cross Country Teams came principally from the Tabor squad.

During the summer season the Women's B Team Managership was shared between Jean Bennett and Jo Smith (Mike's wife). Mike realised how unfavourable he would be if he appointed Jean as TM for Women's Cross Country in the winter. So that he could not be blamed for bias he asked John Dawkins (Janette's father) to see if he could find anyone to fill the vacant Office. Eventually Harvey Bowles agreed to take the job. Harvey's daughter Rita

was a member of the Tabor squad so this choice of Manager was popular with most of the Cross Country girls. Harvey communicated favourably with Mike Smith and Eddie Tabor alike and in this respect was ideal for the post.

At the end of April, Fareham Athletic Club received an offer from Eddie Tabor to give Middle Distance Coaching assistance. Being a small 'up and coming' Club with a large group of uncoached Middle Distance youngsters they readily agreed.

On 22nd April Eddie attended Fareham's Women's Southern League home fixture and brought his wife with him. Betty apparently wandered around at the meeting offering to help out and making friendly conversation with the Fareham Officials. Eventually she asked the Secretary for a membership application. He apparently was quite worried at this request and did not realise that Eddie's coaching assistance necessitated his wife's membership, and told Betty that he had no forms with him.

Dave Vidler, the Fareham Men's Track Captain said that his Committee knew of the Tabor resignations but they were not keen to let them join their Club.

They felt that Betty would weedle her way on to the Committee and cause unnecessary controversy amongst the present harmony of the small but friendly Club. Dave said that, due to her widespread involvement with Women's Athletics in Hampshire Mrs. Tabor was well known and a number of people disliked her at the Fareham Club.

Appendix 4Event Specific Squads Outside S.E.A.C.

The lack of specific event orientated Hurdles and Jumps squads at S.E.A.C. is due in many ways to the fact that no coach exists who concentrates solely on these disciplines. Mike Smith has good knowledge of all the Jumping events, and will 'give tips' to anyone who asks but generally he concentrates his coaching expertise on Sprints and Hurdles.

As a result the Jumpers have little collective identity at S.E.A.C. If a specialist Long Jump coach belonged to the Club - with recognised coaching success in the event he would almost certainly be able to build a more identifiable squad around him. Alan Drayton would probably train more for Jumping, Bob Smith might Long Jump more and Steve Clarke would perhaps feel encouraged to train regularly at the Sports Centre.

Admittedly the above statement is only speculation. The coach might not be able to tempt anyone to train with him at all. His advice might be forned upon by S.E.A.C. Long Jumpers as the High Jumpers view Gordon Foucon.

But, in order to show how event orientated squads do grow up around specialist coaches I will give examples from other Clubs.

Woking A.C.

Although it was stated earlier that Club Pole Vault squads are either very small or non-existant an exception to this rule occurs at Woking.

Under the influence of the Hooper family Pole Vault has flourished in the area. Brian Hooper is the GB record holder. His younger brother David is a fast improving Junior at National level and their father Les is Southern Staff Coach in the event.

Throughout his long and successful career Brian has outgrown a vast

number of poles (see footnote)* which means that he has an excess which the Club has access to. The Hoopers have a runway and landing bed in their back garden, which other Woking Vaulters can use. Although the Club is fairly small its Vaulting strength is large due to the fact that any potential looking candidates are discouraged from working for other athletic disciplines and are trained extensively in the technicalities of the Pole Vault.

Consequently Woking possesses a glut of successful Vaulters but its weakness in the other athletic events keeps the Club in the fourth Division of the Southern League only three positions above the S.E.A.C. 'B' Team (1978 positions). In fact Woking's Vaulting strength in depth is probably greater than any of the first Division National League Clubs, purely because of experienced coaching and squad formation, specific to the event itself.

Haringey A.C.

Provides another example of an event orientated squad growing up under the influence of an experienced coach.

Jan Kapyto was a World class Javelin Thrower in his day and his coaching at Haringey has helped produce one of the best squads in the country. Not all of Jan's squad are Haringey members but a surprising amount are. He coaches four International Throwers from this Club: Brian Roberts, Ron Sylvester, Colin Taylor and Maxine Jervis, plus a host of promising youngsters who are high in their National age group ranking lists. Jan's close-knit squad work cohesively together on technique Throwing, ball Throwing and conditioning work. Potential 'spear' specialists are attracted to the area and Jan is quick to spot a 'fast arm' amongst the local young athletes, who look like good prospects for the event.

At Southampton there are no specialist Javelin Throwers at all. This event is usually covered in League matches by one of the Shot Putters or Al Drayton or anyone who can be persuaded to contest the discipline.

* Footnote Vaulters have tailor made poles specific to their weight and ability for example a '16-60' is a sixteen foot, '160lb' pole (i.e. it takes a 160lb person to bend it). In fact though, a fast dynamic strong Vaulter of 150lb can still bend this pole and Vault successfully with it, but might have problems with a '16-70'. A 150lb Vaulter can easily bend a '140lb' pole but risks snapping it with his weight - this means he has 'outgrown' the pole and needs a bigger one. Brian Hooper has improved in competition from 11ft. to 17ft.6ins. over the past 8-9 years and as a result has needed longer stiffer poles - often several per yr.

The lack of spear Throwers in the area is due in part to a shortage of qualified coaches. There is no identity with the event in Southampton. If a youngster comes to the track and wants to Throw the Javelin there is no one to coach him, no group to train with and no other individuals to train with.

It is my contention that if Jan Kapyto lived in Southampton there would be a sudden emergence of S.E.A.C. Javelin Throwers. Jan might well have to begin with the youngsters but he would be able to keep them working on the Javelin. Too often in the past potential spear Throwers at S.E.A.C. have turned to Shot and Discus due to lack of encouragement for their preferred event. They feel less lonely training with the Shot squad, but eventually give this up because they are unsuccessful. Then they leave athletics altogether.

The examples of Woking and Haringey show that a Club can excel at certain events due to coaching influence and event orientated squads. At S.E.A.C., most of the top Jumpers lack a squad identity where they can all work together. The Hurdlers tend to work mostly with Mike Smith where they do belong to a squad system but not one permanently related to their event. Theoretically S.E.A.C. could probably improve both men and women Jumpers and Hurdlers (and indeed Javelin Throwers) if consistent specialist training groups and coaches were available (see footnote)*.

* Footnote The technical aspects of Throws, Jumps and Hurdles make them events in need of constant supervision. The individual who works alone is not always conscious of faults which develop in his technique. Highly experienced athletes can coach themselves but even they will occasionally turn to their colleagues for criticism or advice. Middle Distance events have a fairly low technical component in comparison with the above and coaching supervision of technique is not so necessary.

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